

Meeting of the Finance, Planning and Resources Committee

4.00 - 6.00 pm on Tuesday, 26 February 2019
in 1B16 - Technopark, SE1 6LN

Agenda

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2.	Declarations of Interest		HM
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5.	ICT strategic update	15 - 22	DM
	Finance update		
6.	Management accounts to 31 Dec 2018	23 - 30	RF
7.	Student recruitment update	31 - 40	NL
8.	Student retention, lost income and service demand	41 - 50	NL
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	Resources and Infrastructure		
10.	People and Organisation	61 - 66	SW
	Items to note		
11.	Performance Management framework 2020-25	67 - 74	RF
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14.	KPI data for Schools	91 - 96	PB
15.	Breakdown of fees	97 - 104	RS

Date of next meeting
4.00 pm on Tuesday, 7 May 2019

Members: Hilary McCallion (Chair), Jerry Cope, Michael Cutbill, Peter Fidler, Nelly Kibirige, Mee

No. Item Pages Presenter

Ling Ng, Jenny Owen and David Phoenix

In attendance: Pat Bailey, Richard Flatman, Paul Ivey, Nicole Louis, James Stevenson, Ralph Sanders, Shân Wareing, David Mead and Alexander Enibe

Agenda Item 3

	CONFIDENTIAL
Paper title:	Minutes and Proposed redactions
Board/Committee	Finance, Planning and Resources Committee
Date of meeting:	26 February 2019
Author:	Alexander Enibe, Governance Assistant
Board Sponsor:	Hilary MCcallion, Chair of Committee
Purpose:	Information
Recommendation:	The committee is requested to approve the minutes and proposed redactions, marked grey

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**Minutes of the meeting of the Finance, Planning and Resources Committee
held at 4.00 pm on Tuesday, 6 November 2018
1B16 - Technopark, SE1 6LN**

Present

Hilary McCallion (Chair)
Jerry Cope
Michael Cutbill
Peter Fidler
Mee Ling Ng
Nelly Kibirige
Jenny Owen
David Phoenix

Apologies

Ian Mehrtens

In attendance

Pat Bailey
Richard Flatman
Nicole Louis
James Stevenson
Ralph Sanders
Shân Wareing
Alexander Enibe
Steve Baker (minute 12)

1. Welcome and Apologies

The above apology was noted.

2. Declarations of Interest

No governors declared a conflict of interest in any item on the agenda.

3. Minutes from the last meeting

The committee approved the minutes of the previous meeting and the redactions, subject to minor changes.

4. Matters Arising

The committee noted the actions arising from the previous meeting.

Under item 6 of the previous meeting, the CFO confirmed that the Executive is closely monitoring staff costs, and a further update will be provided to the committee meeting in February 2019.

The committee noted the pre-meeting presentation on staff engagement survey results.

The Acting Director of Human Resources confirmed that the survey was generally positive, but acknowledged that not many staff participated in the survey. One possible reason for this is that the survey was done at the same time as the change programme.

The committee noted that one of the areas of staff concern was career progression, and requested HR to look at other ways of making staff feel valued.

The committee noted the break-down of the data of leavers by PSG & academic school and by diversity statistics. The update provided analyses of the characteristics of those electing for Voluntary Severance (60) and those going through Compulsory Redundancy (36).

5. **Report on Student Retention, Progression, Continuation and Re-enrolment**

The Deans of Engineering and Applied Sciences joined the meeting.

The committee noted the report on student retention, progression, continuation and re-enrolment.

The committee noted that compared to 2016/17, LSBU has seen a decline in year 1 progression (-4%) and continuation (-2%), but a slight increase in year 1 re-enrolment rates (+1%).

The committee noted the actions being taken in the schools, illustrated by the two Deans with a focus on their own schools.

The committee encouraged all Deans to continue to focus efforts on improving progression.

The Chief Operating Officer/DVC (Education) confirmed that one of the areas that is being investigated is student financing as this may also be affecting the students.

The Chair thanked the two Deans and requested an update in November 2019.

The Deans of Engineering and Applied Sciences left the meeting.

6. **National Student Survey (NSS) progress report**

The committee noted the National Student Survey (NSS) progress report.

LSBU saw a 3% decline in overall satisfaction in 2018 compared to 2017. There were declines against all question areas above the national average.

The Provost confirmed the actions being taken. The Deans of each school are identifying where problems are in their action plans and are working with the student union. There will be an increased internal campaign to highlight the strengths and improvements that have been made for the students.

The committee requested an update on progress on NSS at its meeting in February 2019.

7. KPI - targets 2018/19

The committee reviewed and recommended the proposed 2018/19 KPI targets to the Board for approval.

The targets for financial performance measures are drawn from the budgets approved at the July 2018 Board meeting.

The KPIs would be updated to reflect the new corporate strategy 2020-25, once approved.

8. Student Recruitment Update

The committee noted the recruitment and re-enrolment update on semester 1 – September 2018/19.

LSBU has fully enrolled 5,726 new students against a new starter target of 5,670 for semester 1 – 2018/19 entry.

LSBU has re-enrolled 6,909 existing students against a target of 6,347 continuing students for semester 1. The current revenue derived from re-enrolling students is below target.

The committee noted that semester 2 are largely international students.

9. Management accounts to September 2018

The committee noted that the full year forecast as at 30 September 2018 is trending towards a surplus of £1.5m, in line with budget.

The committee noted the two key risks in the management accounts, tuition fee income and staff costs. The CFO confirmed that the University has had a strong recruitment round of new students when compared to the same period last year. The CFO confirmed that the management of staff costs remains an area of focus for the executive.

The committee agreed that it would be necessary to continue to make prudent investments in priority areas.

10. **Draft Annual report and accounts - 2017/18**

The committee discussed the draft annual report and accounts for year ending 31 July 2018.

The CFO confirmed that the audit for the year ended 31 July 2018 is almost complete.

The committee noted the remuneration report which was being finalised following decisions of the remuneration committee at its meeting of 6 November 2018.

Final accounts would go to the Board meeting of 22 November 2018 for approval following review at the Audit committee meeting of 8 November 2018.

The committee's detailed comments would be incorporated in the final version.

11. **Annual fundraising report**

The committee discussed the annual report on fundraising and charitable funds. A significant change in approach had taken place in the year, with the approach of the new philanthropy and fundraising strategy in April 2018.

The committee requested a further update to the meeting on 7 May 2019.

12. **Students' union (SU) draft accounts, 2017/18**

Steve Baker, SU CEO joined that meeting.

The committee noted the students' union (SU) draft accounts 2017/18, which showed a surplus for the year of £68K. External auditors had raised no concerns.

The committee discussed SU pensions costs and the SU CEO confirmed that the union is evaluating the scheme.

The SU CEO confirmed that the union is developing different ways of generating income and also working with the fundraising team.

Steve Baker, SU CEO left the meeting.

**Date of next meeting
4.00 pm, on Tuesday, 26 February 2019**

Confirmed as a true record

..... (Chair)

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FINANCE, PLANNING AND RESOURCES COMMITTEE - TUESDAY, 6 NOVEMBER 2018
ACTION SHEET

Agenda No	Agenda/Decision Item	Action	Date Due	Officer	Action Status
4.	Matters Arising	The committee requested an update on staff costs at its next meeting	26 February 2019	Richard Flatman	management accounts
5.	Report on Student Retention, Progression, Continuation and Re-enrolment	The committee requested an update from the schools.	5 November 2019	Pat Bailey	on plan
6.	National Student Survey (NSS) progress report	The committee requested an update on progress on NSS at its next meeting.	26 February 2019	Pat Bailey	see attached
10.	Draft Annual report and accounts - 2017/18	Final accounts to go to the Board meeting of 22 November 2018 for approval following review at the Audit committee meeting of 8 November 2018	22 November 2018	Richard Flatman	completed
11.	Annual fundraising report	The committee requested half yearly update	7 May 2019	Olivia Rainford	on plan

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	INTERNAL
Paper title:	National Student Survey (NSS) progress report
Board/Committee:	Finance, Planning and Resources Committee
Date of meeting:	26 February 2019
Author(s):	Pat Bailey, Provost
Sponsor(s):	Pat Bailey, Provost
Purpose:	For Information
Recommendation:	The committee is requested to note the activity undertaken to improve 20192 NSS scores.

Executive Summary

Following a decline of 3% in overall satisfaction in 2018 (compared to 2017) a number of actions have been implemented since September to reverse this result. The actions are:

- Development of an Executive Action Plan monitored on a monthly basis at Executive meetings
- A cross university Task and Finish Group, led by the Provost has been set up to:
 - a) Identify issues that have a big effect on NSS, including looking at ‘big improvers’ elsewhere in the sector
 - b) See how best to work with students so they better understand the purpose, scoring and impact of the NSS
 - c) Identify the best communications strategy for achieving positive engagement.
- All Schools have developed action plans with the aim of raising the student experience and NSS scores, and these are monitored via the Provost.

Further updates will be provided to the Committee to report on progress.

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	CONFIDENTIAL
Paper title:	Strategic ICT update
Board/Committee	Finance, Planning and Resources Committee
Date of meeting:	26 February 2019
Author:	David Mead
Executive/Operations sponsor:	Shan Wareing
Purpose:	Information
Recommendation:	The committee is requested to note

1. Background

1.1 In February 2018 the Finance, Planning and Resources Committee received and noted a paper that gave an update on progress made in delivering ICT projects and developing the provision of ICT services to students and staff within LSBU. This paper covers the progress made in the last year, it provides a high level overview of the plans for the next 12 to 18 months and sets out our approach to developing a long term Digital Strategy to underpin the 2020 Corporate Strategy.

2. IT Technical Roadmap and project delivery

2.1 Each year a capital budget is allocated to fund technical projects. In order to best prioritise which projects are undertaken with that funding there is a Technical Roadmap Board that comprises of staff from across the whole University. The remit of the Board is to identify the technical project requirements the University has, agree opportunities for synergy across those requirements and to make a final recommendation on which projects are delivered.

2.2 IT Capital funds for the last 3 years has totalled £3.1M which has been phased as 2016/17= £1.5M, 2017/18= £1M, 2018/19= £600K. Table One below provides an overview of the main projects that have been completed in the last 12 months or are shortly due to deliver outcomes.

2.3 A major project amongst these is the Data Centre Migration Phase One (ref 002) which completed in January 2019. The migration saw LSBU leave the

IBM cloud solution as the 5 year contract came to an end and move to a hybrid model of a Dell supplied datacentre and the public cloud. This has reduced the operational cost of data centre storage by 50% per annum (approximately £500K per annum).

Table One: Summary of IT Project delivery

Ref:	Project	Purpose	Status
001	Student facing PC/AV refresh	Ongoing replacement of student facing equipment prioritising devices with high use, older than 5 years.	Continual
002	Data Centre Migration Phase One	Migrating from IBM cloud to Dell local cloud to reduce the operational cost of hosting data.	Complete
003	Data Centre Migration Phase Two	Migrating from on premise HP servers to Dell local cloud to improve the reliability and performance of servers.	Due to complete in June 19
004	Office 365 Applications	The roll out of a range of collaboration and communication tools (e.g. Skype video conferencing, MS Teams).	Complete
005	MFD (Printers) Replacement programme	Refresh of all our printer devices across the whole campus.	Complete
006	Window 2003 server decommissioning and upgrades	To ensure we are compliant and secure, a number of 2003 servers have been decommissioned and applications migrated to upto date servers.	Complete
007	ChatBot Pilot	In partnership with Amazon we have built an Artificial Intelligence 'ChatBot' that will answer student questions about the Library, Learning Resources and Student Support. The pilot itself will launch shortly and we will use it to test the technology, functionality and student/staff perception of the effectiveness of this technology.	Pilot project to complete summer 2019

008	Windows 10 Roll out	Windows 10 will be rolled out across the estate bring our operating systems up to date. This will help improve the speed of the PCs.	Due to complete Sept 19
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2.4 Inevitably there are several projects in our pipeline that remain pending due to needing to prioritise what can be done within the capital funds available. These projects roll over to the next financial year and we continue the process of asking the Technology Roadmap Board to prioritise based on risk and impact on the students.

3. Managing ICT operations

3.1 To support the management and organisation of our ICT operations, in Summer 2017 we undertook a PWC led Risk-Diagnostic that evaluated service delivery across 7 areas and scored them benchmarked to ICT provision across a range of sectors including Higher Education. The areas evaluated and the initial scores achieved in 2017 are shown below.



3.2 The diagnostic provided an improvement action plan across all 7 areas to help mature our provision to 'Good Practice'. Over the last 12 months this has been rolled out with regular reporting to the LSBU Audit Committee. That plan is now 90% implemented with the final actions finishing in March 2019. This process has given us assurance that we have the right level of policy, process and governance across our operational teams but we continue to review and will internally rerun the diagnostic later in the academic year.

3.3 Operational expenditure on ICT has reduced over the last couple of years, primarily through being able to procure better value for money contracts as

well as undertaking a departmental wide restructure in the Summer 2018. As a result we have been able to realise a 15% reduction in ICT Opex budget between 17/18 and 18/19, that is approximately a saving of £1.3M.

4. The next 12 months

- 4.1** We currently have a focus on improving customer service across ICT support for both students and staff. Students receive ICT support via the student support desks managed from the Library and Learning Resource Centre (LLR). To complement this there is a Digital Skills Service that provides training, coaching and problem solving for students and staff. The LLR works closely with ICT to deliver these services which currently hold the Institute of Customer Service (ICS) accreditation. This accreditation is due to expire later this year and so we will look to re-accredite in Autumn 2019.
- 4.2** We are also delivering on an action plan to further improve the customer service for staff who access support direct from the ICT service desk. The action plan builds on investment made in 2018 that run a series of ICT customer service training interventions, the establishment of user forums with staff and the better collection and use of management information (see Appendix A for example).
- 4.3** Across 2019 we will be developing an ICT customer charter and will further develop service level agreements to support the charter. The turnover of staff during the recent restructure has meant the pace of this work has not been as quick as hoped but assuming a more stable operational environment for the next few months will allow us to build our staff's engagement with a continual improvement approach to ICT customer service.
- 4.4** During 2019 we will also be planning for infrastructure projects that need to be starting next year. For example, we need to develop a strategy for our Network across the campus and the halls of residence. The network is the physical infrastructure across the campus that allows data to be transferred, the provision of wi-fi and allows us to securely manage devices (e.g. all PCs). Networks typically need refreshing every 5+ years. Our halls of residence network is 10 years old and our campus network is 5 years old in 2020. We still will be able to operate after the end of life date is reached but have to firstly ensure that performance is not undermined in the short term and that we have a plan for refreshing the Network in the longer term.
- 4.5** At present we are working on the business case and options for refreshing or upgrading the network over a phased period for the next 4 years and in line

with the Estates development plan. This will have a financial implication in terms of capital and revenue and therefore we need to be confident that we invest in a network that is fit for supporting digital across the campus for many years to come. This type of infrastructure work should be seen as part of the foundations to support a longer term digital strategy as outlined below.

5. Developing a Digital Strategy to support the 2020 Corporate Strategy

5.1 There are plenty of opportunities and challenges on the horizon for LSBU regarding ICT over the coming years and the writing of the 2020 Corporate Strategy will be used to also develop a long term Digital Strategy. The Digital Strategy will be the opportunity to articulate a clear and shared purpose and vision for the Group which should cover the following:

- a digitally enabled LSBU group;
- improved business processes in education, research, enterprise, support and back-office services;
- transformed workforce planning;
- integration with estates developments;
- shaping financial planning, vfm and cost control;
- better user experience (flexibility, speed, self-service, quality);
- meeting our future security needs;
- creating business flexibility and nimbleness, and preparedness for the future

5.2 The Digital Strategy will build on existing programmes of work that have a digital element like the London Road development and the LEAP programme, to set out a digital vision for LSBU and the wider group. We will be looking at best practice across the sector as well as beyond. We will seek our students input to the digital future as well as our staff and governors.

6.0 Conclusion

6.1 In summary, since the last report in February 2018 we have been able to provide value for money primarily through better contract management and the move to a new cloud infrastructure. The University has constraints on how much it can invest in technology so we make sure that the prioritising of projects is transparent and risk based. There is plenty to be exploited from Digital in the future and as such it should play a lead part in ensuring that the LSBU Group can be both competitive as well as digitally modern and relevant to its future students. The development of the Digital Strategy will be the opportunity to have a clear vision for the long term future.

Appendix A: Example of Management Information used with ICT Operations.

IT Services Monthly Report – Summary Overview 31/12/2018

	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Telephone Abandon Rate %	9.81%	10.73%	7.51%	9.38%	7.80%	8.57%	7.18%	6.70%	5.64%	9.82%	8.19%	8.98%	16.92%
Total number of faults resolved (number of)	229	331	439	507	532	512	381	354	399	472	952	428	417
Total number of requests completed (number of)	1000	1327	1433	1770	902	1003	1061	985	970	1094	1996	1050	598
Total Number Of Major Incidents (Month)	0	1	0	1	3	2	2	2	0	7	5	5	3
Total Number Of Major Incidents (YTD - 13 months)	0	1	1	2	5	7	9	11	11	18	23	28	31

Method of Logging	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Email	67.51%	64.72%	69.68%	66.52%	70.84%	66.47%	73.17%	72.20%	76.61%	75.23%	69.47%	65.63%	72.49%
Telephone	22.65%	24.83%	21.09%	23.55%	15.64%	16.74%	14.55%	16.43%	11.07%	11.66%	15.37%	19.55%	15.77%
Visit to the Service Desk	7.49%	6.94%	6.31%	6.37%	8.80%	11.50%	7.57%	5.00%	7.10%	6.83%	8.61%	8.52%	6.93%
Via the Self Service Portal (SSP) %	2.35%	3.51%	2.92%	3.56%	4.71%	5.29%	4.71%	6.37%	5.22%	6.28%	6.55%	6.29%	4.81%
Via the Self Service Portal (number of)						99	79	102	100	148	185	158	68

Customer Feedback (via SSP)	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Number of Tickets Resolved	1229	1658	1872	2277	1434	1515	1442	1339	1369	1566	2948	2478	1015
Number of Tickets with Feedback	7	8	7	1	1	9	3	6	4	2	8	9	4
Average Score /5	4.40	4.40	5.00	3.00	5.00	3.70	5.00	4.80	4.80	5.00	3.90	3.70	3.80

Narrative

• Telephone Abandon Rate	Regular Mail Server issues in a short period of time in December 2018 led to longer call waiting times and higher abandon rates.
• First Time Fix (FTF) Rate	Where Service Requests outweigh Faults the FTF rate decreases, by empowering the Service Desk Operators to create and monitor knowledge Base articles it is hoped that they can better recognise issues that there are equally empowered to resolve at first contact, thus increasing the FTF rate.
• Self Service Portal (SSP) Usage	SSP usage has seen a steady increase, especially in the months since the "ICT Shopping Cart" was disabled and all IT equipment purchases now must go through the SSP. Additional communication and the Customer focussed actions below should lead towards increased usage.

• **Customer Service and Feedback**

- IT are a pilot department for the Customer Charter
- increased communication of the benefits of using the SSP
- increasing the Knowledge Base content in the SSP, and auditing the quality of existing content.

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	CONFIDENTIAL
Paper title:	December Management Accounts
Board/Committee:	Finance, Planning & Resources Committee
Date of meeting:	26 February 2019
Author(s):	Ralph Sanders, Director of Financial Planning, Reporting & Registry
Sponsor(s):	Richard Flatman, Group CFO
Purpose:	For Approval
Recommendation:	To note the December Management Accounts

Executive Summary

The full year forecast as at 31 December 2018 is trending towards a surplus of £1.5M, this would deliver the University on budget.

- The University has had a strong Semester 1 recruitment round and we have enrolled 513 more FTE students than at the comparable period in 17/18, an increase of 10%. The number of continuing students is down compared to last year and down against budget. Overall however, we have 207 FTE more students than last year.
- We have billed £96.7M of Tuition Fees from Semester 1 students as compared to £88.7M at the same period last year. Some of this increase is a timing difference due to the change in funding for HSC students, however we are still expecting Semester 1 to finish between £1M and £2M better than budget due to strong UG and PG recruitment.
- Semester 2 enrolment will end at the beginning of February, applications are strong and we are confident that we deliver on budget.
- We are slightly behind budget in terms of YTD Research income although we are 19% ahead of the comparable position in 17/18. Enterprise income is 10% behind the comparable position in 17/18 and is £0.8M behind the YTD budget position. There is a timing difference particularly with regard to the School of Health & Social Care CPD contracts however we no longer expect to deliver Enterprise on budget. Our Full Year forecast for Enterprise income is expected

to reduce by £0.8M in January 2019 to reflect the YTD position. This reduction will be offset by additional Health Contract income and so our total income forecast will be broadly unchanged.

- The total Full Year staffing budget including Third Party Staff but excluding restructuring for 18/19 is £83.8M and so is slightly ahead of the £83.3M that we spent in 17/18. We are slightly ahead of budget in terms of Third party staff expenditure however this is funded by savings in permanent staff and so we are expecting total staffing costs to be within budget and broadly flat as compared to 17/18.
- The University is currently holding cash and cash equivalents of £43.2M. This is £0.6M less than at this date last year.

The above position will deliver EBITDA at 11.9% which is ahead of 17/18 and our recurring staff cost expressed as a % of income is currently forecast to be 57.5%.

December Executive Summary

1) This Executive Summary reports on the draft financial position of London South Bank University as at 31st December 2018.

2) RAG Status

Income Growth	0.3%	Staff Cost Growth	0.6%	Staff Cost %	57.5%	Opex Growth	-5.2%	FYF Surplus	1.0%	EBITDA	11.9%
		<i>excluding restructuring</i>		<i>excluding restructuring</i>							

3) Summary

The full year forecast as at 31 December 2018 is trending towards a surplus of £1.5M, this would deliver the University on budget.

The University has had a strong Semester 1 recruitment round and we have enrolled 513 more FTE students than at the comparable period in 17/18, an increase of 10%. The number of continuing students is down compared to last year and down against budget. Overall however, we have 207 FTE more students than last year. We have also billed £96.7M of Tuition Fees from Semester 1 students as compared to £88.7M at the same period last year, an increase of £8.0M. There are timing differences particularly with regard to the School of Health & Social Care as £9M of students have moved from being funded by the Health Contract to paying their own fees and this explains some of the YTD increase. However we are still expecting Semester 1 to finish between £1M and £2M better than budget due to strong UG and PG recruitment. There is still a risk in terms of Semester 2 recruitment and so the University is holding its income forecast at the budgeted level.

The University is currently holding cash and cash equivalents of £43.2M. This is £0.6M less than the comparable position last year.

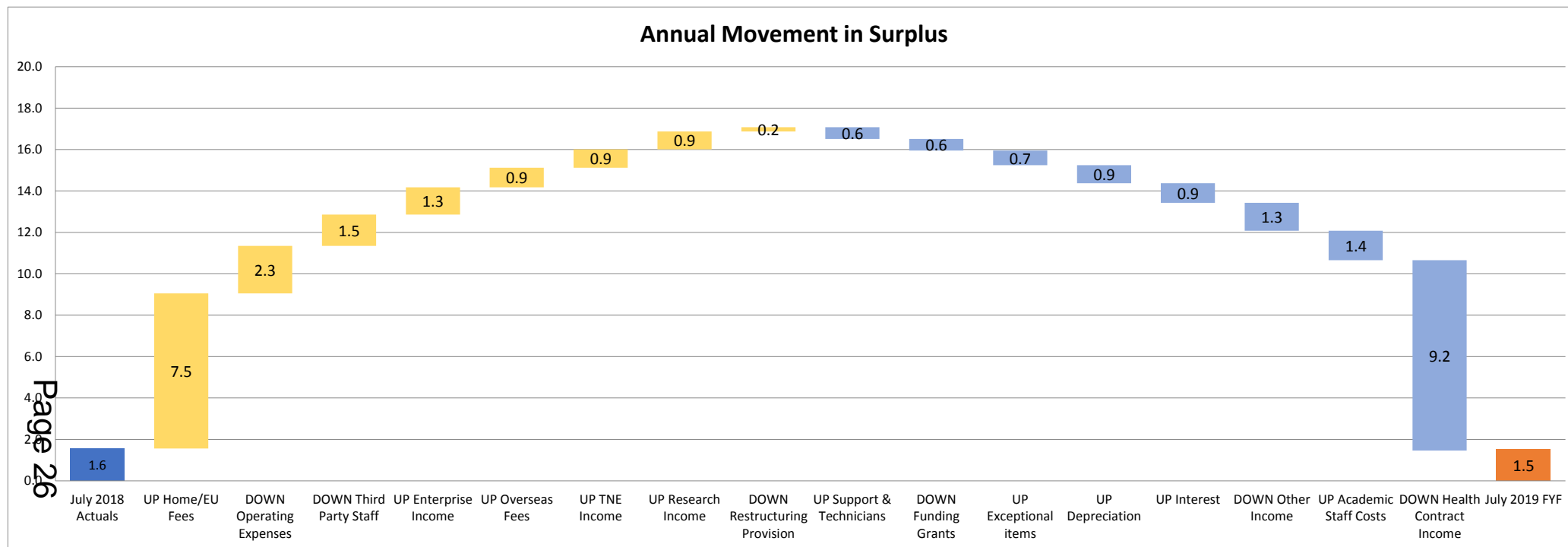
The above position will deliver EBITDA at 11.9% which compares favourably to the 10.7% achieved in 17/18. Our recurring staff cost expressed as a % of income is currently forecast to be 57.5% which is slightly above the long term target of 55% target set by the Board of Governors. Income is broadly comparable with last year.

4) Table 1: Full Year Forecast vs. Budget

Financial Summary in £'m	Budget				YTD Position				Full Year Outturn Position				
	17/18 Actuals	18/19 Budget	Change to 17/18	Change %	17/18 Actuals	18/19 Actuals	Change to 17/18	Change %	Nov 18/19 Outturn	Monthly Move	Dec 18/19 Outturn	variance to Budget	Budget variance%
Funding Grants	13.9	13.4	-0.6	-4%	5.7	6.0	0.3	5%	13.4	0.0	13.4	0.0	0%
Health - Contract	18.9	9.7	-9.2	-49%	8.0	4.8	-3.1	-39%	9.7	0.0	9.7	0.0	0%
Home / EU UG Fees	64.4	70.1	5.7	9%	65.4	73.5	8.2	12%	70.1	0.0	70.1	0.0	0%
Home / EU PG Fees	8.5	10.3	1.8	21%	7.8	9.8	2.0	26%	10.3	0.0	10.3	0.0	0%
Overseas Tuition Fees	9.0	10.0	0.9	11%	7.6	8.6	1.0	14%	10.0	0.0	10.0	0.0	0%
NE Income	1.8	2.7	0.9	49%	0.1	0.0	0.0	0%	2.7	0.0	2.7	0.0	0%
Research Activities	5.3	6.2	0.9	16%	1.9	2.3	0.4	19%	6.2	0.0	6.2	0.0	0%
Enterprise Activities	10.9	12.1	1.2	11%	3.7	3.3	-0.4	-10%	12.2	0.0	12.2	0.1	1%
Student Related Income	10.4	11.0	0.6	6%	4.1	4.5	0.4	9%	11.0	0.0	11.0	-0.0	-0%
Other Operating Income	1.9	0.1	-1.8	-94%	0.2	0.2	-0.1	-29%	0.1	0.0	0.1	-0.0	-14%
Endowments & Interest	0.2	0.1	-0.1	-39%	0.0	0.1	0.1	182%	0.1	0.0	0.1	0.0	0%
Income	145.3	145.6	0.3	0%	104.4	113.1	8.7	8%	145.7	0.0	145.7	0.1	0%
in £'m													
Academic Staff Costs	40.8	42.2	1.4	4%	16.6	16.7	0.2	1%	42.4	-0.2	42.2	-0.0	0%
Support & Technicians	39.4	40.0	0.6	1%	15.9	16.5	0.5	3%	39.9	0.1	40.0	0.0	0%
Third Party Staff	3.1	1.6	-1.5	-48%	1.1	1.2	0.1	12%	1.6	0.0	1.6	0.0	0%
Restructuring	1.9	1.7	-0.2	-9%	0.1	0.3	0.1	12%	1.7	0.0	1.7	0.0	1%
Depreciation	9.6	10.5	0.9	9%	3.9	3.7	-0.2	-5%	10.5	0.0	10.5	0.0	0%
Operating Expenses	44.5	42.2	-2.3	-5%	16.3	17.8	1.5	9%	42.1	0.2	42.2	0.0	0%
Interest Payable	4.3	5.2	0.9	22%	1.9	1.7	-0.2	-11%	5.2	0.0	5.2	0.0	0%
Exceptional Items	0.0	0.7	0.7	0%	0.0	0.0	0.0	0%	0.8	-0.1	0.7	0.0	0%
Expenditure	143.7	144.1	0.4	0%	55.9	57.9	2.0	4%	144.2	-0.0	144.2	0.1	0%
Surplus for the year	1.6	1.5	-0.1	-7%	48.5	55.2	6.7	14%	1.4	0.1	1.5	0.0	1%
Surplus as % of income	1.1%	1.0%			46.4%	48.8%			1.0%		1.0%		

5) Forecast Summary

As compared to 17/18 we are now forecasting broadly comparable income in 18/19, an increase of £0.5M (0.6%) increase in recurring staff costs Staffing Costs, a £0.2M decrease in the costs associated with staff restructuring, an increase of £0.9M in depreciation, a £2.3M (5%) reduction in operating expenses, a £0.9M increase in interest payable, and an increase of £0.7M in in exceptional items to fund in-year investments. This has led to a reduction of 0.1M in our annual surplus.



The key movement in the year on year position of the University is the reduction of £9.2M in Health Contract income. This is not due to a reduction in activity but is because New Health & Social Care students have transferred to the same funding regime as UG and PG students in the other 6 schools. We are still forecasting a net decrease of £1.7M in our total income outturn for Home / EU students due to the year on year impact of reduced new student recruitment in previous years. This reduction in income may decrease following the strong recruitment in Semester 1. We will reforecast at the end of the Semester 2 enrolment period but are on track to increase our income forecast by between £1m and £2M. Operating Expenses are budgeted to decrease by £2.3M and were set at 85% of the 17/18 budgeted position. One investment as compared to 17/18 is in staffing. The University has budgeted to increase its Academic Staff by £1.4M and its Support Staff including Technicians by £0.6M. In order to fund this, the University must reduce its reliance on third party staff and this is forecast to fall by £1.5M. The overall forecast increase in staff costs is £0.4M, a 0.5% increase on the 17/18 position and is primarily to deliver the £2.0M increase in Research and Enterprise income. The University has ambitious targets for Overseas Tuition Fee income and TNE income and we are trending ahead in terms of year on year billings.

6) Contribution Analysis

In 18/19 the University is continuing its strategy of investing in the Schools, Income is budgeted to be £1.7M higher than in 17/18 whilst costs are budgeted to increase by £3.3M. This means the net contribution from the Schools will fall by £1.5M or 2.4% year on year. The largest decline in terms of contribution is expected to be the School of the Built Environment and Architecture whilst the areas of growth are budgeted to be the School of Business and the School of Engineering.

Contribution per School across Teaching, Research and Enterprise activities

	Applied Sciences		Arts and Creative Industries		Built Environment & Architecture		Business		Engineering		Health & Social Care		Law & Social Sciences		Total All Schools	
	17/18 Actual	July 18/19 FYF	17/18 Actual	July 18/19 FYF	17/18 Actual	July 18/19 FYF	17/18 Actual	July 18/19 FYF	17/18 Actual	July 18/19 FYF	17/18 Actual	July 18/19 FYF	17/18 Actual	July 18/19 FYF	17/18 Actual	July 18/19 FYF
Income (M)	£10.8	£11.4	£11.2	£10.9	£18.3	£17.4	£16.3	£18.0	£16.7	£18.3	£35.6	£35.0	£14.2	£13.8	£123.1	£124.9
Expenditure (M)	£5.4	£5.9	£5.4	£5.3	£7.2	£8.3	£6.8	£7.6	£9.6	£10.5	£19.3	£19.4	£6.8	£6.8	£60.4	£63.9
Contribution (M)	£5.4	£5.5	£5.9	£5.7	£11.1	£9.1	£9.6	£10.4	£7.0	£7.8	£16.3	£15.6	£7.4	£7.0	£62.7	£61.0
Contribution %	50%	48%	52%	52%	61%	52%	59%	58%	42%	43%	46%	45%	52%	51%	51%	49%

The 7 Schools have different levels of Research and Enterprise activities which can mask differences in Staff / Students ratios and contribution and so the teaching only levels of contribution is shown below.

Contribution per School across Teaching activity only (excluding TNE)

Total Income	Applied Sciences		Arts and Creative Industries		Built Environment & Architecture		Business		Engineering		Health & Social Care		Law & Social Sciences		Total All Schools	
	17/18 Actual	July 18/19 FYF	17/18 Actual	July 18/19 FYF	17/18 Actual	July 18/19 FYF	17/18 Actual	July 18/19 FYF	17/18 Actual	July 18/19 FYF	17/18 Actual	July 18/19 FYF	17/18 Actual	July 18/19 FYF	17/18 Actual	July 18/19 FYF
Teaching Income (M)	£10.0	£10.3	£10.6	£10.3	£17.4	£16.4	£16.0	£17.5	£14.5	£15.4	£30.2	£30.1	£13.8	£13.3	£112.5	£113.3
Teaching Staff (M)	£3.2	£3.3	£2.9	£3.0	£4.7	£5.2	£4.2	£4.9	£4.6	£4.7	£12.7	£12.4	£4.6	£4.7	£37.0	£38.2
Teaching Expenditure (M)	£1.3	£1.6	£1.8	£1.7	£1.8	£2.3	£2.0	£2.4	£2.6	£2.9	£4.4	£4.5	£1.8	£1.9	£15.8	£17.3
Teaching Contribution (M)	£5.4	£5.3	£5.9	£5.6	£10.8	£8.9	£9.8	£10.2	£7.3	£7.8	£13.2	£13.3	£7.3	£6.8	£59.8	£57.8
Contribution %	54%	52%	55%	54%	62%	54%	61%	58%	51%	50%	44%	44%	53%	51%	53%	51%
Full Year Student FTE	1,039	1,066	1,124	1,089	1,763	1,658	2,020	2,219	1,409	1,503	3,844	3,829	1,528	1,469	12,727	12,814
Contribution per Stud FTE	£5,200	£5,000	£5,200	£5,100	£6,200	£5,400	£4,800	£4,600	£5,200	£5,200	£3,400	£3,500	£4,800	£4,600	£4,700	£4,500
Return on Academic Invest	168%	160%	201%	185%	229%	172%	232%	208%	160%	164%	104%	108%	158%	146%	162%	151%

The School Teaching budget was set using Staff / Student ratios and with a standard investment in Operating Expenses per student. Due to the different levels of funding this can produce different contributions per student particularly for those areas that must fund central laboratory and technical services. The School of Health & Social Care also funds a number of administrative areas that are managed centrally in the other schools which reduces its contribution. In terms of contribution per student, Engineering and Arts & Creative Industries are slightly ahead of average, whilst the School of Business delivers the highest school contribution expressed as a % of income and the highest return on Academic investment.

7) Student Number Analysis

In terms of Student numbers, at the comparable position in 17/18 had 12,140 FTE and finished the year with a student body of 12,727. We currently have 12,347 enrolled FTE and so are 2% ahead of the year on year position. The biggest increase is New students which are now 10% up and there have been significant increases across most schools. There are still a number of students enrolling particularly on Apprenticeship courses and applications for Semester 2 are looking positive.

New					Continuing					Total				
School	Dec-17	Dec-18	Change	% Change	School	Dec-17	Dec-18	Change	% Change	School	Dec-17	Dec-18	Change	% Change
ASC	436	466	30	7%	ASC	609	546	-63	-10%	ASC	1,045	1,012	-33	-3%
ACI	477	478	1	0%	ACI	610	656	46	8%	ACI	1,087	1,134	47	4%
BEA	732	839	107	15%	BEA	1,060	1,049	-11	-1%	BEA	1,792	1,888	96	5%
BUS	767	829	62	8%	BUS	1,072	1,064	-8	-1%	BUS	1,839	1,893	54	3%
ENG	521	589	68	13%	ENG	891	786	-105	-12%	ENG	1,412	1,375	-37	-3%
HSC	1,358	1,533	175	13%	HSC	2,063	1,974	-89	-4%	HSC	3,421	3,507	86	3%
LSS	683	753	70	10%	LSS	861	785	-76	-9%	LSS	1,544	1,538	-6	-0%
YTD Total	4,974	5,487	513	10%	YTD Total	7,166	6,860	-306	-4%	YTD Total	12,140	12,347	207	2%
Y / E Total	5,474				Y / E Total	7,253				Y / E Total	12,727	12,814	87	1%

8) Student Withdrawal Analysis

At 31 July 2018, the total amount refunded to students who withdrew or interrupted in year totalled £4,592k. This is the difference between Income generated at Enrolment and the amount retained at the end of the Year. The University receives funding for UG students in 3 tranches; 25% for Semester 1, 25% for Semester 2 and 50% for semester 3. If a student does not progress into the following semester then a refund is generated. . In course type terms, the overall drop-out increases seem to be originating from the UG cohort, as we've seen 345 UG students leaving the University by December, as opposed to 307 in December 2017; an increase of 11.1% - which is in line with the increase to our UG numbers this year. We continue to retain PGT students to 2017/18, falling to 80 last year and now to 79 students leaving by 31 December 2018. All schools are currently forecast to have a lower % of income refunded than last 17/18

Academic year	FY Withdrawals
15/16	1,025
16/17	1,215
17/18	1,096
18/19	424 YTD

'Lost Fee Income' in £000K	17/18 A	18/19 F	% change	% T Inc.		17/18 A	18/19 F	% change	% T Inc.
Applied Science	£653	£649	-0.6%	7.2%	Engineering	£815	£803	-1.5%	6.3%
Arts and Creative Industries	£391	£385	-1.5%	4.1%	Health & Social Care	£482	£871	80.7%	5.0%
Built Environment & Architecture	£601	£638	6.2%	5.0%	Law & Social Sciences	£652	£665	2.0%	5.4%
Business	£997	£879	-11.8%	5.4%	Total	£4,591	£4,890	6.5%	5.5%

9) Income Analysis

YTD Income is significantly ahead of the 17/18 position particularly in terms of UG income which is 12% ahead and Postgraduate income which is 26% ahead. Some of this increase is due to £9.2M of students who were funded through the Health Contract and who now pay their own Tuition fees. The University is now £7.0M ahead of the comparable position for Home/EU students as compared to last year. In terms of Overseas Tuition fees, these are also £1.0M better than the comparable position in 17/18. There is still a risk in terms of Semester 2 income and so we have not changed our overall income forecast yet. We are slightly behind budget in terms of YTD Research income although we are 19% ahead of the comparable position in 17/18. Enterprise income is 10% behind the comparable position in 17/18 and is £0.8M behind budget. This is a timing difference particularly with regard to the School of Health & Social Care however we no longer expect to deliver Enterprise on budget and will be reforecasting our income in January. The budgeted decrease in Other Operating income is due to the £1.6M released in 17/18 to fund the development of the Passmore centre.

10) Staff Cost Analysis

In terms of staffing there will be pressure to deliver to the staffing budget this year. Academic costs are trending on budget and YTD savings in the Business School have been balanced by additional costs in the School of Health & Social Care and so the Schools are on budget overall. In terms of Professional functions, these are currently above budget particularly in Library and Learning Resources, Estates and the wider Executive team. There have been some delays in delivering all of the savings from the Change program but all areas are still expected to deliver to budget. The University has underspent its monthly budget in the last 2 months and is currently £250K underspent YTD.

11) Operating Expense Analysis

In terms of Operating Expenses these have been reduced by 15% in the 18/19 budget as compared to the 17/18 budget to fund Staff growth and our Investment Pots. Total YTD expenses are currently within budget however there are some areas that are overspent including ICT, Marketing and REI. There is a large YTD overspend in terms of Bursaries and Scholarships particularly for Research students and this is contributing to the REI overspend. The University has also invested in terms of transition costs for Lambeth College. The current intention is to recharge these costs to Lambeth once the transaction is closed and this will also reduce our YTD costs.

12) Budget Analysis

The University operates on a Portfolio basis so members of the Executive are expected to manage their portfolio as a whole and if one area requires additional funds this can be generated by reducing investment in another area of the Executive's responsibility. At present all members of the Executive are forecasting to deliver on budget.

13) Investments

In terms of flexible in-year investment the Executive have set aside £2.5M in 18/19 to fund £1M of Research pump priming activities, £1M of normal in-year investments and £0.5M of extra ordinary staff development activity. The Executive approved in June areas for Research Investment and have so far approved £1.2M of in year investments. This has been funded by reducing the forecast amount of interest payable

In terms of the Capital Expenditure investment funds, the University has set aside £0.6M to fund ICT based Innovation activities, £0.3M to fund Teaching and Learning Equipment and £0.6M to fund Estates Minor works. There are some large capital projects that will require monitoring during the year including the investment in the Leap transformation project, the relocation of the Business School to the LRC building and the redevelopment of London Road including Chapel stabilisation works. These are currently within budget.

Full Year Outturn Last Year (£)	YTD Actuals Last Year (£)	Description	FULL YEAR				YEAR TO DATE				FYF less Actual YTD (£)		
			2018 Forecast (£)	2018 Budget (£)	Variance - Forecast to Budget (£)	%	Note	2018 Actuals (£)	2018 Budget (£)	Variance - Actuals to Budget (£)		%	Note
(145,301,325)	(104,381,898)	Total Income	(145,709,658)	(145,629,796)	79,862	%		(113,095,202)	(109,907,204)	3,187,997	3%		(32,614,456)
85,240,117	33,718,650	Total Staff Costs	85,524,818	85,505,577	(19,241)	(%)		34,621,710	34,872,583	250,873	1%		50,903,108
9,625,747	3,927,193	Total Depreciation	10,500,000	10,500,000		%		3,725,876	3,714,213	(11,663)	(%)		6,774,124
44,523,872	16,337,263	Total Other Operating Expenses	42,228,778	42,180,975	(47,803)	(%)		17,818,769	18,218,901	400,133	2%		24,410,009
4,297,781	1,922,608	Total Interest Payable	5,240,000	5,240,000		%		1,708,351	1,869,730	161,379	9%		3,531,649
		Total Exceptional Items	703,244	703,244		%							703,244
(1,613,808)	(48,476,185)	Contribution	(1,512,818)	(1,500,000)	12,818	1%		(55,220,495)	(51,231,777)	3,988,718	8%		53,707,678
58.7%		Staff costs as % of income	58.7%	58.7%				30.6%	31.7%				
1.1%		Contribution %	1.0%	1.0%				48.8%	46.6%				

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Agenda Item 7

	CONFIDENTIAL
Paper title:	University Recruitment Update S2 2018/19 & S1 2019/20
Board/Committee(s)	Finance, Planning and Resources Committee
Date of original meeting(s):	26 February 2019
Authors:	Steven Brabenec, Director of Marketing and Recruitment Stuart Bannerman, Director of International
Executive/Operations sponsor:	Nicole Louis, Chief Customer Officer
Purpose:	Information
Recommendation:	The committee is requested to note

Executive Summary

Recruitment for S2 has been strong: we've presently enrolled 450 students against an overall new starter target of 500 across LSBU. Areas where we've currently under-recruited students in (such as the HSC UGPT and Apprenticeships courses) do have further intakes planned between February and June, which are expected to take us over our overall target. Presently, excluding HSC/Apprenticeship courses, we have over-delivered on our 'January' intake: 380 students have joined versus a smaller goal of 270. Excluding HSC, current billings show we are ahead of target by £90k, and this is expected to grow further following once outstanding billings have been processed.

Looking ahead to S1 2019, our Main Cycle performance continues strongly. Our UGFT applications are up 6.1% year-on-year, which is a greater increase compared to the overall Sector (up 0.2%) and compared to our London Competitor Set (up 1.2%). Our HSC applications have grown by roughly 6% versus last year compared to the Sector benchmark of 5%. And more positively, the majority of our Schools are up 6-8% year-on-year, with APS posting double-digit growth of over 16%. Overall, this represents our first cycle of application growth since 2015: an affirmation of our improving reputation and impact of our marketing efforts. We're presently in the preliminary stages of Postgraduate recruitment (the bulk of our applications will not arrive until after late spring) but early indicators do show that Firm Accepts and offer-making is up year-on-year by 6% and 23% respectively; however, our active applications are down by -200 (or -32%) compared to the previous year.

In terms of UGFT conversion, we're making a greater volume of offers, and making them earlier in the cycle compared to previous years. Our current offer making rate is 58% versus 48.5% last year, and as consequence our Firm Accepts are up 80% (or by +175 FAs) compared to the previous cycle.

There is a continuing emphasis on conversion this year, as our intention is to more recruit students in the Main Cycle and reduce reliance on Clearing. Our offer-holder days have been brought forward, and we're also improving our approach to CRM delivered content. These changes will help us sustain engagement levels with applicants, and ensure they remain connected with us through the year and in the run up to joining LSBU.

**University Management and Financial Planning & Resources Committees,
Group Executive:
University Recruitment Update**

FEBRUARY 2019

INTERNAL USE ONLY: NOT FOR PUBLICATION

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S2 – 2018/19: Recruitment / Enrolment Update

The university has enrolled 450 students against its new-starter goal of 500 for S2. Excluding HSC targets, which largely consist of Apprenticeship courses, we've presently achieved a surplus of 110 students (380 new-starters / 270 target).

- Based on the remaining enrolment pipeline, we can expect the surplus excluding HSC to rise to 125 students by March.
- Our surplus is underpinned by strong performance from OS/EU: 250 enrolments in total versus a 130 target.
- Where we've currently under recruited – within HSC (and specifically for Apprenticeships and UGPT) provision – further intakes are planned between February - June that are expected to deliver in the region of 150 students (reliant on Trusts).

S2 Performance:

UGFT performance has been a highlight for S2 – growing 146% or by +70 FAs year-on-year. It is one of the fastest growing areas within our portfolio, and represents opportunities for next year. S2 UGFT courses are presently only offered within Business, but as January-Undergraduate starts gain prominence there should be opportunities for other Schools to address this growing segment.

LSBU Mode Home / EU / OS	Year on Year Recruitment Performance			Progress to Enrolment Target		
	YTD FAs / UFs	LYTD FAs / UFs	(% +/-) change	Current Enrolments	Target Enrolments	Progress to Target
UGFT	123	50	146.0%	83	52	159.6%
UGPT	0	0	0.0%	0	30	0.0%
Apprenticeships	24	28	-14.3%	19	160	11.9%
PGFT	194	181	7.2%	139	102	136.3%
PGPT	70	47	48.9%	98	80	122.5%
Study Abroad	110	95	15.8%	107	70	152.9%
LSBU Overall	521	401	129.9%	446	494	90.3%
Home	206	147	140.1%	199	363	54.8%
EU	63	51	123.5%	54	8	675.0%
OS	252	203	124.1%	193	123	156.9%
LSBU Excluding HSC	508	343	148.1%	377	267	141.2%
Home	193	109	177.1%	131	136	96.3%
EU	63	47	134.0%	54	8	675.0%
OS	252	187	134.8%	192	123	156.1%

S2 – 2018/19: New-starter and Continuing Student Revenue Update

Overall, the S2 income target is £3.7m (this consists of new and continuing student revenue). Based on current billings we've secured £3.1m or roughly 82% of our target income, and with further intakes planned for Apprenticeships, we expect to move closer to our target at the conclusion of S2 recruitment.

Notes:

The -£375k UGFT figure is not final. Apprenticeship recruitment goes on until June; we expect this gap to be filled at the conclusion of S2.

The gaps across PGFT and PGPT – representing a current deficit of -£670k – are within the continuing student cohort. Only £82k worth of income has been billed at the moment across Home/EU Postgraduate courses for continuing students. This figure will rise by the end of February and after the completion of exam boards.

LSBU / Mode	Draft Income and Revenue		
	New & Continuer Billed Income	New & Continuer Target Income	Revenue Difference
UGFT	£ 1,142,700	£ 716,183	£426,518
UGPT	£ 599,640	£ 973,338	-£373,698
PGFT	£ 1,246,478	£ 1,796,430	-£549,952
PGPT	£ 158,059	£ 278,908	-£120,849
LSBU Overall	£ 3,146,877	£ 3,764,859	-£617,982
Home	£ 1,338,106	£ 2,017,026	-£678,920
EU	£ 351,362	£ 244,351	£107,011
OS	£ 1,457,410	£ 1,503,483	-£46,073
LSBU exc HSC	£ 2,754,659	£ 2,664,860	£89,799
Home	£ 971,863	£ 917,027	£54,836
EU	£ 341,762	£ 244,351	£97,411
OS	£ 1,441,035	£ 1,503,483	-£62,448

Excluding HSC:

Based on current billings we're tracking in line with our income target excluding HSC provision: we've billed £2.7m of income against a target of £2.6m. We expect the surplus to grow slightly as more billings are processed, and as we work to convert the remaining partial enrolments.

NB: The current and target income figures are inclusive of both new starter and continuing students.

S1 – 2019/20: UCAS Application Trends

Application growth at LSBU is outstripping our Competitor Set and the Sector (6.2% versus 1.2% and 0.2% respectively).

- Our year-on-year growth represents in excess of 1,000 additional applicants compared to last year.
 - It is our first cycle of application growth since 2015: an affirmation of our increasing reputation and marketing impact.
- Our tally of 16.6k applications is exactly on par with our YTD-2017 position. However: HSC courses accounted for 45% of that number in 2017, and today HSC accounts for roughly 38% (a 7% swing in demand towards non-HSC provision). Re-orientating our subject-level applications away from HSC is pivotal towards our growth objectives. Our ability to make more offers and generate more FAs through HSC remains capped, but application growth in non-HSC provision does enable us to increase our offer-making capacity and raise our recruitment potential.

LSBU applications are growing across all segments – Home, EU, OS – for the second consecutive year. Applications from OS in particular have seen the greatest change: up nearly 20% compared to the previous year, with Home/EU growing by 5-6% each.

In consideration of Brexit and EU students, for 2019 we presently do not appear to be carrying a substantial risk. Approximately 60% of our EU offer-holders are already domiciled in the UK; and 75% of our EU FAs are domiciled in the UK. **We'll track and periodically re-assess our risk profile over the coming months.**

We have clarified the messaging on our website to reaffirm the UK Government's announcement that EU students in 2019 pay the same fees as Home students.

Applications across the UK

Total Apps	2018	2019	% +/-	+/-
LSBU	15.6 K	16.6 K	▲ 6.20%	▲ 1.0 K
Sector	2.52 M	2.53 M	▲ 0.18%	▲ 4.6 K
Competitors	112.4 K	113.7 K	▲ 1.10%	▲ 1.2 K

Applications Count By Group & Region

Apps	Domicile	2018	2019	% +/-	+/-
LSBU	Home	13.9 K	14.7 K	▲ 5.52%	▲ 768
	OS	0.7 K	0.8 K	▲ 19.73%	▲ 131
	EU	1.0 K	1.1 K	▲ 6.60%	▲ 69
Sector	Home	2.06 M	2.04 M	▼ -1.04%	▼ -21.4 K
	OS	268.1 K	292.0 K	▲ 8.89%	▲ 23.8 K
	EU	196.9 K	199.1 K	▲ 1.12%	▲ 2.2 K
Comp. Set	Home	89.7 K	90.2 K	▲ 0.51%	▲ 455
	OS	12.9 K	13.5 K	▲ 5.20%	▲ 669
	EU	9.8 K	9.9 K	▲ 1.10%	▲ 108

S1 – 2019/20: School Application Trends

All Schools excluding ACI are up on applications compared to last year, with APS posting double-digit growth of 16.8%.

- A large majority of our Schools are up 6-8% year-on-year, including HSC.
- And with BEA now passing the 1,000 applications mark as of mid-February, every School has now received at least a thousand applications – **it took until mid-April 2018** for this to happen last year.

Applications within ACI have fallen by -8% compared to the previous year, but this is broadly in line with a -6% sector-wide decline. Improvements have been implemented into the interview and admissions process to make it ‘experiential’ for the applicant. There are more opportunities to engage with applicants in a meaningful way within a workshop/group interview format, compared to the standard interview format. In the context of declining applications there is a shared onus between recruitment leads within the School and Marketing/Admissions teams to maximise the recruitment potential of our current applicants.

Furthermore, in light of applications coming in earlier, and thus offers being made earlier, we’re holding Offer-Holder days earlier than before, to ensure that we proactively engage students and keep them connected. Additionally, Open Days will be taking place in March and June this year to generate applications and enable lead capture during the latter stages of the cycle and in the run up to Clearing.

Applications Count at LSBU by School

Applications	Year		Change versus Last Year	
	2018	2019	% +/-	+/-
Schools				
APS	1.4 K	1.6 K	16.84%	▲ 237
BEA	0.9 K	1.0 K	8.40%	▲ 77
LSS	2.2 K	2.3 K	7.67%	▲ 166
BUS	2.5 K	2.7 K	7.49%	▲ 188
HSC	6.0 K	6.3 K	5.89%	▲ 353
ENG	1.2 K	1.2 K	2.78%	▲ 33
ACI	1.5 K	1.3 K	-8.28%	▼ -121

Applications Count at LSBU Overall

Applications	Year		Change versus Last Year	
	2018	2019	% +/-	+/-
LSBU-wide				
LSBU exc HSC	9.6 K	10.2 K	6.27%	▲ 0.6 K
LSBU	15.6 K	16.6 K	6.13%	▲ 1.0 K

S1 – 2019/20: Offer-making and Conversion

Building on the momentum and success of last year’s campaign, we’re focussed on delivering further improvements to our Main Cycle performance this year: our aim is to recruit more students in the Pre-Clearing period. Confirmation of this can be found in the following indicators:

- Our applications are up for the first time in four years, growing by 6.1% compared to last year.
- Our offer-making output is up – rising in volume (with 2,000 extra offers already made versus the same point last year), and increasing in efficiency (with 58% of all applicants already receiving their offer – up 9.5% on last year).
- Finally, while the numbers are relatively small, we can also take merit from our early FA and Insurance Accepts, which are up 82% and 44% respectively.

These returns further emphasise the role and importance of conversion – particularly over the coming months, as the majority of our offer-holders will start picking their Firm/Insurances across March-May. Alongside Clearing, this is our most important recruitment period.

- To support conversion, our Student Contact Centre has now launched alongside existing keep-in-touch engagements to encourage conversion to Firm Accept.
- In the longer term our CRM delivered content is being improved, which will help us sustain engagement from Firm Accept to Enrolment stage and ensure applicants remain connected with LSBU through the year and in the lead up to joining LSBU.

LSBU Home/EU/OS	2018	2019	% +/-	+/-
Total Applications	15.6 K	16.6 K	↑ 6.1%	▲ 1.0 K
▶ Offers	7.6 K	9.6 K	↑ 27.1%	▲ 2.0 K
▶ Firm Accepts	215	391	↑ 81.9%	▲ 176
▶ Insurance Accepts	191	275	↑ 44.0%	▲ 84
Offer-making Rate (Proportion of Applicants that have received an Offer)	48.5%	58.0%	+9.5%	
Conversion Rate (Proportion of Offers to FAs)	2.8%	4.1%	+1.3%	

The Unconditional Offer Scheme

Following the increasing use and scrutiny around the Unconditional Offer Scheme (which is the practice of making unconditional offers to applicants based on predicted grades), UCAS have started to analyse and publish institutional level data around offer-making patterns.

The figures, based on 2018/19 data, show that LSBU made 4,400 offers in total to UK domiciled 18 year olds; of these 1,370 (or 29%) were unconditional based on predicted grades.

Amongst our competitor group, this is the highest proportion of unconditional offers of any institution.

But, reassuringly, LSBU does not engage in ‘Conditional Unconditional’ offer making, which has come under an even greater level of scrutiny:

- Conditional Unconditional offer-making is the practice of giving a student a conditional offer initially, which only upgrades to Unconditional if the student accepts that institution as their Firm choice. The Office for Students sees this approach as akin to “pressure selling”; as it forces the student to accept that institution before receiving their Unconditional offer.
- LSBU’s approach is to provide ‘straight-to’ Unconditional offers: in other words, we do not ask, pressure or incentivise students to pick us as Firm – the offer is Unconditional from the start; this explains why our offer proportion is relatively high compared to our competitors in this category. Nonetheless this approach, while still considered controversial, is more transparent.

Competitor Group	Unconditional Offer %	Conditional Unconditional Offer %
Roehampton	18.00%	65.80%
Kingston	11.30%	46.40%
Middlesex	9.70%	18.70%
West London City	2.70%	12.00%
City	3.00%	10.90%
LSBU	29.00%	0.00%
East London	7.90%	0.00%
Westminster	2.60%	0.00%
Greenwich	1.10%	0.00%
London Met	0.20%	0.00%

Going forward

Based on current trends we expect to make in excess of 2,500 Unconditional offers to 18 year olds in the 2019/20 cycle. As such our unconditional offer rate is expected to rise to 50-55%, depending on the total number of applications we receive from 18 year olds.

Agenda Item 8

	INTERNAL
Paper title:	Student Retention, Lost Income and Service Demand
Board/Committee:	Finance, Planning and Resources Committee
Date of meeting:	26 February 2019
Author(s):	Richard Duke – Director of Planning Jamie Jones – Deputy Director Student Services Julian Rigby – Head of Financial Processing
Sponsor(s):	Nicole Louis – Chief Customer Officer
Purpose:	For Information
Recommendation:	The committee is to note and discuss the findings of the report

Executive Summary

The committee is requested to note that this is a new report incorporating data from various service areas within the university and historic trend data is not easily available in all cases to determine if spikes in data represent long term trends. Analysis is ongoing to understand some of the data differences referred to within this report.

Withdrawals, Interruptions and Lost Revenue

- When looking at the entire progress-able student population (excluding CPD), as of 31st January 2019 there was a reduction in both the number and % of withdrawals and interruptions compared to prior year resulting in 377 fewer student losses. However, this population includes students with the ESLEP status who had interrupted in the previous academic year and therefore were not fully enrolled in 2018/19
- Within this data set, the most significant improvement was in year 1 first degree students, where withdrawals and interrupting students was 6% of the progress-able population in 2018/19 compared to 10% last year
- However, from a financial perspective, the number of billable 'lost students' (excluding ESLEP status students and other anomalies) is almost the same as prior year (476 v 464) creating lost income across all Schools of £2.71m. This figure is £346k higher from Jan 2018's position of £2.36m. Total lost income for full year 2018/19 is currently forecast to be marginally better than prior year, £4.86m by 31 July compared to £4.9m last year.
- The biggest reason for withdrawal remains a lack of student engagement, categorised as 'written off lapsed time' and this now accounts for 43% of withdrawals compared to 35% last year. Students withdrawing due to health reasons has significantly increased from 4.0% in 2017/18 to 12.9% this year.

Student Support (Mental Health and Well-Being)

- We have seen a sustained increase in demand for 1:1 mental health appointments, up 27.5% on the same period last year. Between August 18 and January 2019, just over 1,000 student appointments were supported by the mental health and well-being team compared to just over 800 for the same period last year. There has been a similar spike in demand for appoints with the University's external counselling service and the current wait time for an appointment is 2-3 weeks

- There has also been a significant increase in the number of cases being looked at by the Safety Concern Response meeting which has seen a 76.5% rise in cases compared to the same period last year

Services (Student Life Centre Help-Desk)

- There has been a reduction in the overall number of enquires handled by the Student Life Centre compared to the same period last year. This is potentially linked to improvements made to provision of self-service information and enquiries being handled directly by the school specific admin co-ordinators. It's worth noting that despite this drop, there was an overall increase in well-being related enquiries
- CPD enrolment sessions, which are undertaken by Student Admin staff remain at a consistently high level, approximately 2,000 in 2018/19 which is slightly more than prior year
- In the two years prior to 2017/18, LSBU's Student Disciplinary Officer received on average, 1 report of sexual assault (student to student) a year. This position changed in 2017/18 where 4 sexual assaults were reported during 1st August 2017 to 31st January 2018 (6 in total for the academic year). 4 sexual assaults have been reported during 1st August 2018 to 31st January 2019

1. Student Withdrawals, Interruptions & Lost Income

Student Losses Annual Impact

In 2017/18, 3,045 enrolled students did not progress to a higher level of study. This was through a combination of withdrawals and interruptions, academic fails and students who successfully completed units of study but chose not to return. This figure represented 35% of students in the overall progression population and was 4% points higher than the previous year. In 2017/18, student losses drove £4.9m in lost revenue for the full year.

Student Losses 2018/19 YTD (including ESLEP status students)

- As of 31st January 2019, there has been a significant reduction in the number and % of withdrawals and interruptions compared to prior year - 5% of students compared to 7% last year – resulting in 377 fewer student losses
- This is largely as a result of a reduction in interruptions amongst first degree students (three-year UG degrees with honours). See Chart 1. This is important as this is the most significant segment in terms of performance metrics and future income flows.
- Compared to 2017/18 as of the end of January, all Schools have seen a reduction in withdrawals and interruptions. The most significant improvements are in the Schools of Built Environment & Architecture and Business. The School of Arts & Creative Industries has seen the smallest improvement. See Chart 2.
- Note that in each of the last two years, withdrawal and interruptions only made up 40% and 42% respectively of the reasons for non-progression. Therefore, this does not mean this improvement will necessarily result in an improvement in progression levels, though current performance is positive.

Chart 1 LSBU Withdrawals and Interruptions August 18 to Jan 19 (Data from MIKE)



Chart 2 By School - Withdrawals and Interruptions August 18 to Jan 19 (Date from MIKE)



Reasons for Withdrawals and Interruptions 2018/19 YTD

- As of 2018/19 YTD, 43.0% of withdrawing students were written off after lapse of time. In 2017/18 the figure was 36.0% of students compared to 31% in 2016/17
- As of 2018/19 YTD, 0.4% of students withdrew due to academic failure/left in bad standing/not permitted to progress. In 2017/18 the figure was 0.2% of students compared to 18.1% in 2016/17
- As of 2018/19 YTD, 6.7% of students withdrew due to financial reasons. In 2017/18 the figure was 6.4% of students compared to 5.9% in 2016/17
- As of 2018/19 YTD, 12.9% of students withdrawn due to health reasons. In 2017/18 the figure was 4% compared to 2.7% in 2016/17
- As of 2018/19 YTD, 4.0% of withdrawing students had gone into employment. In 2017/18 the figure was 3.1% compared to 1.7% in 2016/17
- As of 2018/19 YTD, 2.9% of students transferred to another provider. In 2017/18 the figure was 3.6% of students compared to 2.9% in 2016/17
- In 2018/19 YTD, 4.8% of students withdrew because the course is unsuitable and 3.0% withdrew because course is unsatisfactory.

[See Appendix A for Charts Detailing Reasons for Leaving](#)

Lost Income YTD

Lost income due to withdrawals or interruptions is the financial impact to the University of a Student leaving their course. It is calculated by deducting the fee that should have realised over the full course duration, from the date of the student's withdrawal or interruption.

The key dates driving charging are as follows:

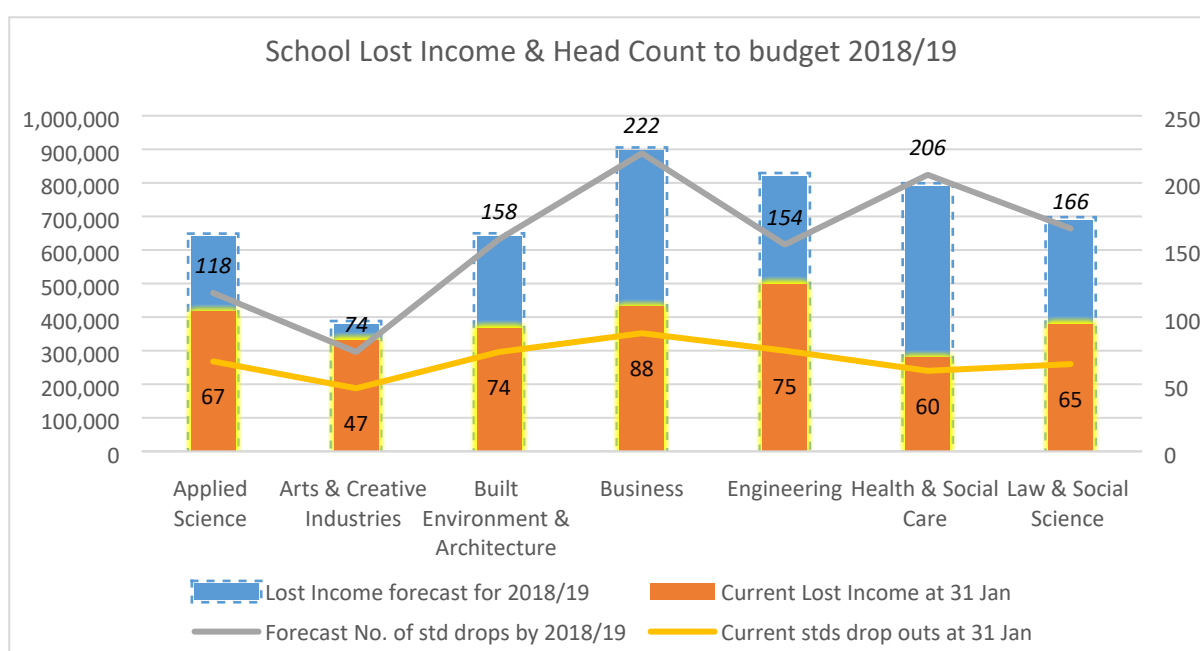
- 0 charged to the student (new students withdrawn by 6th October.)
- 25% charged within 1st term
- 50% charged within 2nd term
- 100% charged within 3rd term

Current School lost income and head count to budget for 2018/19 – at 31 January

- At 31 January 2019, current lost income across all schools was £2.71m. This has increased by £346k from Jan 2018's position of £2.36m
- Total lost income is therefore forecast to be £4.86m by 31 July.

The blue columns demonstrate budgeted lost income, whilst the orange provides year-to-date income lost. The line charts and figures provide a head count of the students who have dropped out at 31 January. A forecast is provided with the grey line of anticipated drop-out numbers across the entire schools; for all modes of study and course types, except CPD modules. There is no current forecast in the management accounts that determines head count losses as a result of withdrawals or interruptions. Therefore, the numbers are an average of the last three years head count per school.

Chart 3 By School – Lost Income YTD Actual and Full Year Budget 2018/19



- Arts & Creative Industries – looks very close to forecast, as their withdrawal and interruption activity shows a 1.29% increase in lost income year on year from Jan 2018. It's understood that the School have completed their engagement work early (a continuance of their own project for year 1 entrants) and we expect their lost income to rise only nominally by year end, from the current position of £331k, to £380k.
- Health & Social Care – has the greatest current variance to lost income budget of 64.5%; with £281k lost income recorded at January 2019, compared to year end budget £791k. However, Health & Social Care enrol student's continuously through the year on various types of programs; including Apprentice courses and other varied PGT study. With this in mind, we will maintain the budget of drop-outs at 206 students, as we don't have actual student enrolment numbers in January 2019.
- Health also has a markedly different funding profile in 2018/19, as we've seen many mature students returning to undertake second degrees, this time with eligibility for tuition fee loan to cover the £9k fee. This, in line with the improvements to year on year performance, (down by -1.49% from January 2018 position) could indicate that this year's FT UG cohort appear to be less of a risk to leave their studies.
- Business – again has a large variance to budget, with £432k of lost income compared to budget £898K - or 51.8%. Like Health, the Business School enrolls students later in the year through second semester

starts and other smaller intakes that have kept their budget head count high at 222 students, from the current position of 88 students drop-outs.

- In terms of lost income, Business is performing better than last year, down by 1.14% from January 2018, but we must be mindful that some students may be withdrawn after the exam boards in February this year. Therefore, we will maintain forecast at £898k of lost income by July 2019.

2. Student Services and Support

Mental Health and Wellbeing

- We have seen a sustained increase in demand for 1:1 mental health appointments (up 27.5%) on the same period last year.
- The Safety Concern Response meeting is a fortnightly meeting chaired by the Head of Wellbeing and comprising key colleagues to risk assess and respond to student safety concerns. The number of cases coming to this meeting is of concern, as it shows a 76.5% rise on the same period last year.
- The number of students declaring a disability to LSBU remains constant (2.5% rise year on year). Of the 1723 students that were registered with our Disability and Dyslexia service (1/8/2018 to 31/01/2019), 42% were from HSC.

Mental Health and Wellbeing appointments (one to one with a MHWB adviser)

Number of MHWB appointments offered	01/08/2017 - 31/01/2018	01/08/2018 - 31/01/2019
August	54	100
September	80	109
October	190	229
November	202	235
December	136	173
January	141	178
Total	803	1024

Safety Concern Response	01/08/2017 - 31/01/2018	01/08/2018 - 31/01/2019
Total cases	51	90

Students declaring a disability to LSBU

	01/08/2017 to 31/01/2018	01/08/2018 to 31/01/2019
Total number of students	2222	2282

Student Life Centre Helpdesk:

- There has been a 13% reduction in the number of enquires handled by the Student Life Centre compared to last year.
- Enquiries falling within the Student Life and Wellbeing categories have increased, potentially in relation to the size of the student population and an amnesty on lost ID cards.
- Due to student feedback, we have introduced “on the day appointments” with our Financial Advisors and 415 students have attended such appointments.

Enquiry Type (via mix of e-mail, telephone, face-to-face)	1/8/17 to 31/1/18	1/8/18 to 31/1/19
Course Administration	1038	694
Fees & Bursaries	2086	1471

Employability	1667	820
Estates Related Issues	95	75
Financial/Debt Advice	2943	2757
International Student	329	243
Library	95	155
Other (all categories that received less than 50 enquiries)	926	656
Enrolment/Re-Enrolment	48	53
Students Union	105	88
Student Life (ID Cards, Oyster Cards, Student Letters)	4695	4937
Wellbeing	4750	4872
Totals	19019	16579

Fitness to Practice

- We have seen a concerning year on year spike in the number of Fitness to Practice cases (relating to HSC students) with a 142% increase for the reporting period:
 - 1/8/2017 to 31/1/2018 = 7 cases
 - 1/8/2018 to 31/1/2019 = 17 cases
 -

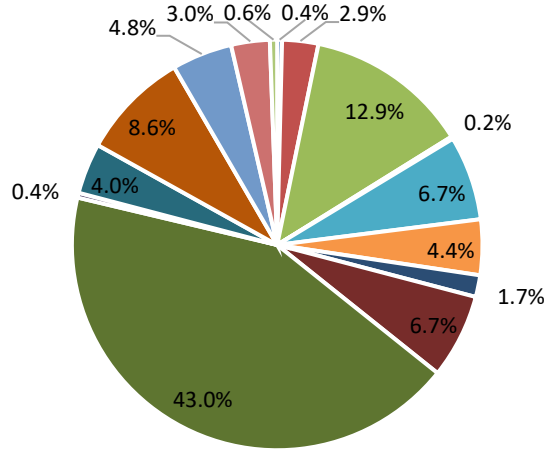
CPD Enrolments

- CPD enrolment sessions, which are undertaken by Student Admin staff, remain at a high level:
 - 17/18 – 1st August 2017 to 31st January 2018 = 77 enrolment sessions; 1,963 students enrolled
 - 18/19 – 1st August 2018 to 31st January 2019 = 98 enrolment sessions; 1,994 students enrolled

Student Disciplinary

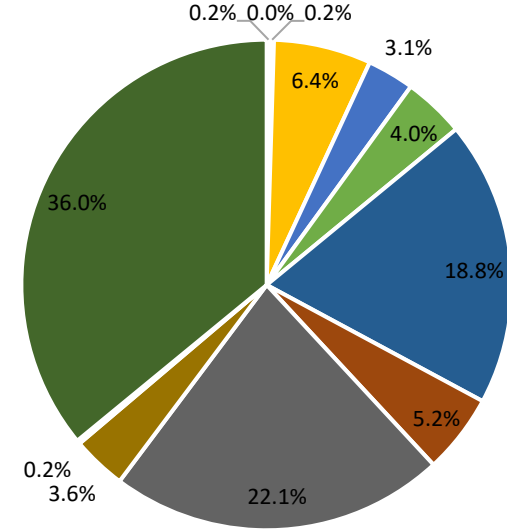
- In the two years prior to 2017/18, LSBU Student Disciplinary Officer received, on average, 1 report of sexual assault (student to student) a year. This position changed in 2017/18:
 - 4 sexual assaults reported during 1st August 2017 to 31st January 2018 (6 in total for the academic year)
 - 4 sexual assaults reported during 1st August 2018 to 31st January 2019.
 - From our contacts with the Metropolitan Police, we can identify that this is a trend that is in keeping with society in general.

2018/19 Withdrawal reasons



- 02 - Academic failure/left in bad standing/not permitted to progress
- 03 - Transferred to another provider
- 04 - Health reasons
- 05 - Death
- 06 - Financial reasons
- 07 - Other personal reasons & dropped out
- 07a - Maternity Leave
- 07b - Family Commitments
- 08 - Written off after lapse of time
- 09 - Exclusion
- 10 - Gone into employment
- 11 - Other
- 11a - Course unsuitable
- 11b - Course unsatisfactory

2017/18 Withdrawal reasons



- Academic failure/left in bad standing/not permitted to progress
- Death
- Exclusion
- Financial reasons
- Gone into employment
- Health reasons
- Other
- Other personal reasons & dropped out
- Successful completion of course
- Transferred to another provider
- Unknown
- Written off after lapse of time

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	CONFIDENTIAL
Paper title:	Research and Enterprise Monthly Report December 2018
Board/Committee:	Finance, Planning and Resource Committee
Date of meeting:	26 February 2019
Author(s):	Emily DeLacy, Compliance and Systems Manager
Sponsor(s):	Paul Ivey, Deputy Vice Chancellor & Chief Business Officer
Purpose:	For Information
Recommendation:	The committee is asked to note the report.

Executive Summary

Each month we reconcile the income and work in progress for Research, Enterprise and Innovation team. Overall the team is tracking well to meet or exceed the Income budgets. The highlights are outlined below:

Research

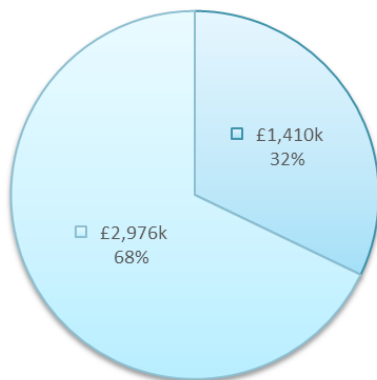
- Research Contracted income and YTD Actuals indicate that we are currently £219K short of budget
- Research Pipeline Value is 550% on previous years December pipeline at £10,262M. Note pipeline is now tracking only submitted bids waiting outcome.
- Research in December had 1 submitted bids pending outcome that exceed £100K

Enterprise

- Enterprise Contracted income and YTD Actuals indicate that we will be ahead of budget by £385K however there is currently investigation to ensure that the contracted income is calculating correctly (for Enterprise and Research).
- Enterprise Pipeline December value was £634K (submitted only) which is down compared to previous years submitted only and was impacted by extended time to backfill vacant positions in the team.

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Remainder to be earned



^^ This is the amount to be earned to reach yearly budget

Research budget Summary

2018/19	2017/18
<u>Budget</u>	<u>Budget</u>
£4,386,092	£3,416,112
<u>*YTD Actual</u>	<u>*YTD Actual</u>
£1,409,625	£1,210,714
<u>Balance to be earned</u>	<u>Balance to be earned</u>
£2,976,467	£2,205,399
<u>Full Year Forecast</u>	<u>Full Year Forecast</u>
£4,388,649	£3,391,652
<u>**Contracted Income</u>	<u>**Contracted Income</u>
£2,757,426	£2,208,987
<u>Variance to Budget</u>	<u>Variance to Budget</u>
-£219,041	£3,588

** The Contracted income is the full year forecast less YTD Actuals, less New Research target (pipeline budget)

Research income summary by School

School	(a) Full Year Budget	(b) Full year forecast	(b) - (a) Variance between Forecast and budget	(c) YTD Actuals	(d) Remainder to be earned in Year	Analysis of Remainder to be earned in Year		Dec - 42%
						(e) Contracted Income (excludes pipeline)	(e) - (d) Variance to Budget	% YTD Actuals of Full year budget
ACI	£169,484	£169,484	£ -	£16,329	£153,156	£158,397	£5,241	10%
APS	£293,848	£296,405	£2,557	£76,617	£217,231	£189,391	-£27,841	26%
BEA	£251,500	£251,500	£ -	£26,082	£225,418	£152,212	-£73,206	10%
BCM	£10,000	£10,000	£ -	£ -	£10,000	£ -	-£10,000	0%
CON	£ -	£ -	£ -	£ -	£ -	£ -	£ -	0%
ENG	£1,843,877	£1,843,877	£ -	£677,420	£1,166,457	£1,203,262	£36,806	37%
HSC	£375,510	£375,510	£ -	£123,620	£251,890	£260,590	£8,700	33%
LSS	£23,885	£23,885	£ -	£8,623	£15,262	£13,430	-£1,833	36%
ENTR	£9,705	£9,705	£ -	£1,910	£7,795	£8,750	£955	20%
PVCX	£ -	£ -	£ -	£21,278	-£21,278	£ -	£21,278	0%
COIS	£32,675	£32,675	£ -	£ -	£32,675	£32,675	£ -	0%
TWIN	£1,375,608	£1,375,608	£ -	£457,748	£917,860	£738,719	-£179,141	33%
Grand Total	£4,386,092	£4,388,649	£2,557	£1,409,625	£2,976,467	£2,757,426	-£219,041	32%
2017/2018	£3,416,112	£3,391,652	-£24,460	£1,210,714	£2,205,399	£2,208,987	£3,588	35%

Research Activity

Pipeline of projects in development by school

School	End December 2018/19			End December 2017/18		
	Number	Value £	Share %	Number	Value £	Share %
ACI	2	£152,705	1%	6	£89,961	5%
APS	11	£415,357	4%	2	£100,000	5%
BEA	1	£9,527	0%	6	£444,823	24%
BUS	0	£ -	0%	0	£0	0%
ENG	37	£9,374,458	91%	13	£1,233,402	66%
HSC	2	£297,469	3%	0	£0	0%
LSS	3	£12,993	0%	1	£0	0%
Total	56	£10,262,509	100%	28	£1,867,186	100%

**This table includes only Open submitted bids (not potential or in preparation)

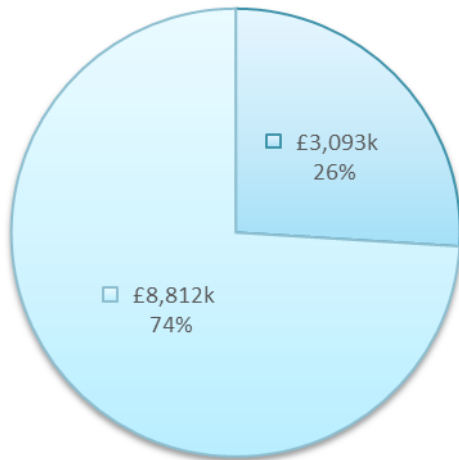
Research Performance

Analysis of awards by school

School	YTD 2018-19					
	Closed won		Closed lost		Conversion %	
	Volume	Value £	Volume	Value £	Volume	Value
ACI	0	£ -	1	£82,537	0%	0%
APS	0	£ -	1	£200,000	0%	0%
BEA	0	£ -	0	£ -	0%	0%
BUS	0	£ -	2	£1,456,302	0%	0%
ENG	3	£458,036	2	£469,783	60%	49%
HSC	0	£ -	2	£8,430	0%	0%
LSS	3	£52,430	0	£ -	100%	100%
Total	6	£510,466	8	£2,217,052	43%	19%

YTD 2017-18	8	£1,106,600	34	£6,950,795	19%	14%
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Remainder to be earned



^^ This is the amount to be earned to reach yearly budget

Enterprise budget Summary

2018/19	2017/18
<u>Budget</u>	<u>Budget</u>
£11,904,180	£10,540,633
<u>YTD Actual</u>	<u>YTD Actual</u>
£3,092,514	£3,408,642
<u>Balance to be earned</u>	<u>Balance to be earned</u>
£8,811,666	£7,131,990
<u>Full Year Forecast</u>	<u>Full Year Forecast</u>
£11,910,907	£10,710,971
<u>**Contracted Income</u>	<u>**Contracted Income</u>
£9,197,625	£5,899,618
<u>Variance to Budget</u>	<u>Variance to Budget</u>
£385,959	£-1,232,373

** The Contracted income is the full year forecast less YTD Actuals, less New Enterprise target (pipeline budget)

School	(a) Full Year Budget	Full Year Forecast	Difference between forecast and budget	(b) YTD Actuals	(c) Remainder to be earned in Year	Analysis of Remainder to be earned in Year		Dec – 42%
						(d) Contracted Income	(d) - (c) Variance to Budget	% YTD Actuals of Full year forecast
ACI	£300,153	£300,153	£ -	£38,811	£261,343	£266,343	£5,000	13%
APS	£534,626	£534,626	£ -	£67,575	£467,051	£474,309	£7,259	13%
BEA	£651,163	£651,163	£ -	£110,659	£540,504	£569,286	£28,782	17%
BCM	£354,807	£354,807	£ -	£138,660	£216,147	£224,607	£8,460	39%
CON	£371,512	£371,512	£ -	£134,309	£237,203	£237,203	£ -	36%
ENG	£416,293	£416,293	£ -	£242,071	£174,221	£220,841	£46,620	58%
HSC	£4,159,515	£4,159,515	£ -	£980,244	£3,179,271	£3,327,194	£147,923	24%
LSS	£297,800	£297,800	£ -	£58,580	£239,220	£246,250	£7,030	20%
ENTR	£2,923,584	£2,923,584	£ -	£1,063,649	£1,859,935	£1,892,063	£32,128	36%
FUNI	£ -	£500	£500	£864	£-864	£ -	£864	0%
LILE	£ -	£ -	£ -	£1,361	£-1,361	£ -	£1,361	0%
PVCX	£1,000	£1,000	£ -	£22,219	£-21,219	£1,000	£22,219	2222%
PVCY	£85,000	£85,000	£ -	£36,256	£48,744	£86,344	£37,600	43%
RSDS	£1,155,971	£1,155,971	£ -	£-131,778	£1,287,749	£1,287,749	£ -	-11%
SPRT	£270,563	£270,563	£ -	£160,916	£109,647	£111,514	£1,867	59%
STSU	£ -	£ -	£ -	£5,750	£-5,750	£ -	£5,750	0%
TECH	£ -	£6,227	£6,227	£15,727	£-15,727	£ -	£15,727	0%
RCMT	£ -	£ -	£ -	£ -	£ -	£ -	£ -	0%
RCMN	£180,000	£180,000	£ -	£46,642	£133,358	£150,729	£17,371	26%
COIS	£202,193	£202,193	£ -	£100,000	£102,193	£102,193	£ -	49%
Grand Total	£11,904,180	£11,910,907	£6,727	£3,092,514	£8,811,666	£9,197,625	£385,959	26%

2017/2018	£10,540,633	£10,710,971	£170,338	£3,408,642	£7,131,990	£5,899,618	£-1,232,373	32%
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Enterprise Income Type	(a) Full Year Budget	(b) YTD Actuals	(c) Remainder to be earned in Year	YTD Actual Share %
CONTRACT RESEARCH	£221,953	£132,993	£88,961	4%
CONSULTANCY	£314,610	£290,448	£24,162	9%
KNOWLEDGE EXCHANGE	£526,613	£202,657	£323,956	7%
REGENERATION PROGRAMMES	£832,599	£238,256	£594,343	8%
ENTERPRISE SUPPORT	£567,033	£233,561	£333,472	8%
STUDENT ENTERPRISE	£50,000	£617	£49,383	0%
OTHER INCOME GENERATING ACTIVITIES	£5,472,955	£801,070	£4,671,885	26%
SUB-TOTAL ENTERPRISE PROJECTS	£7,985,764	£1,899,601	£6,086,162	61%
SHORT COURSES	£216,876	£78,123	£138,753	3%
UNIVERSITY ACCREDITED COURSES	£1,152,418	£617,092	£535,326	20%
SUB-TOTAL TEACHING ENTERPRISE	£1,369,294	£695,215	£674,079	22%
PROPERTY RENTAL	£1,213,152	£587,940	£625,212	19%
LETTING OF FACILITIES	£1,335,971	-£90,243	£1,426,214	-3%
EVENTS AND CONFERENCES	£ -	£ -	£ -	0%
SUB TOTAL RENTAL	£2,549,123	£497,697	£2,051,425	16%
GRAND TOTAL ENTERPRISE INCOME	£11,904,180	£3,092,514	£8,811,666	100%

Enterprise Activity

Pipeline of projects in development by school

School	Number	Value		Likely value achieved			
				End Dec 2018/19		End Dec 2017/18	
		£	Share %	£	Share %	£	Share %
ACI	0	£ -	0%	£ -	0%	£25,614	2%
APS	0	£ -	0%	£ -	0%	£515,869	47%
BEA	1	£12,000	2%	£12,000	6%	£61,106	6%
BUS	0	£ -	0%	£ -	0%	£32,063	3%
ENG	0	£ -	0%	£ -	0%	£171,812	16%
HSC	9	£119,864	19%	£67,097	33%	£115,931	11%
LSS	1	£2,492	0%	£1,994	1%	£19,843	2%
Other	2	£500,000	79%	£125,000	61%	£150,763	13%
Total	13	£634,356	100%	£206,091	100%	£1,093,000	100%

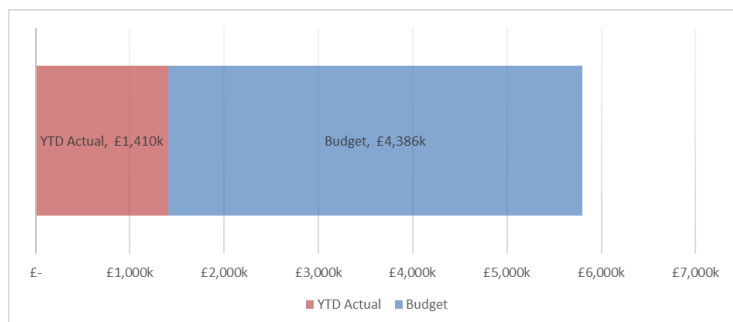
**This table includes only Open submitted bids (not potential or in preparation)

Enterprise Performance

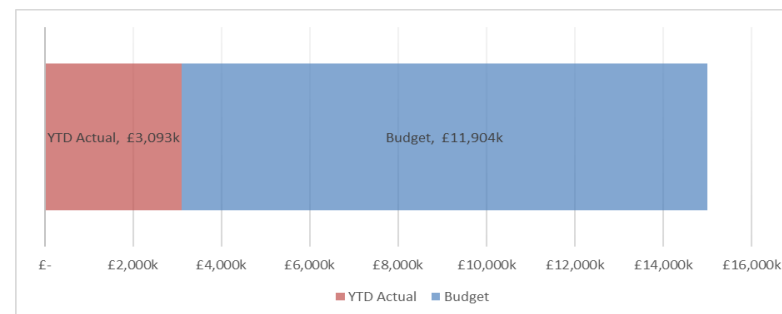
Analysis of awards by school

School	Closed won				Conversion %			
	2018/19 YTD		2017/18 YTD		YTD 2018/19		YTD 2017/18	
	Volume	Value £	Volume	Value £	Volume	Value	Volume	Value
ACI	2	£13,960	1	£187,034	100%	100%	100%	100%
APS	1	£311,303	2	£213,716	33%	53%	29%	41%
BEA	1	£24,500	4	£156,641	100%	100%	33%	22%
BUS	0	£ -	0	£ -	0%	0%	0%	0%
ENG	0	£ -	5	£80,790	0%	0%	42%	10%
HSC	0	£ -	7	£278,122	0%	0%	50%	33%
LSS	1	£24,965	2	£13,196	100%	100%	50%	15%
REI	2	£94,554	0	£ -	100%	100%	0%	0%
Other	0	£ -	2	£2,682	0%	0%	20%	2%
Total	7	£469,282	22	£932,181	44%	29%	39%	21%
YoY %	37%	50%			74%	77%		

RESEARCH	2018/2019	2017/2018	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>YOY%</u>
	£4,386,092	£3,416,112	128%
	<u>YTD ACTUAL</u>	<u>YTD ACTUAL</u>	
	£1,409,625	£1,210,714	116%



ENTERPRISE	2018/2019	2017/2018	
	<u>BUDGET</u>	<u>BUDGET</u>	<u>YOY %</u>
	£11,904,180	£10,540,633	113%
	<u>YTD ACTUAL</u>	<u>YTD ACTUAL</u>	
	£3,092,514	£3,408,642	91%



CURRENT REQUIRED TO REACH BUDGET **£2,976,467**

	<u>VALUE OF WON BIDS</u>		<u>YOY %</u>
PERFORMANCE	£510,466	£1,106,600	46%
	<u>NUMBER OF WON BIDS</u>		
	6	8	75%
	<u>PIPELINE VALUE</u>		<u>YOY%</u>
ACTIVITY	£10,262,509	£1,867,186	550%
	<u>PIPELINE VOLUME</u>		
	56	28	200%

CURRENT REQUIRED TO REACH BUDGET **£8,811,666**

	<u>VALUE OF WON BIDS</u>		<u>YOY%</u>
PERFORMANCE	£469,282	£932,181	50%
	<u>NUMBER OF WON BIDS</u>		
	7	22	32%
	<u>PIPELINE VALUE</u>		<u>YOY%</u>
	£634,356	£6,553,853	10%
	<u>PIPELINE LIKELY VALUE</u>		
ACTIVITY	£206,091	£1,093,000	19%
	<u>PIPELINE VOLUME</u>		
	13	68	19%

** The pipeline now only shows bids that have been submitted and are waiting outcome, not bids that are potential (in discussion) or in preparation

	CONFIDENTIAL
Paper title:	Strategic People and Organisation Report
Board/Committee	Finance, Planning and Resources Committee
Date of meeting:	26 February 2019
Author:	Dr. Markos Koumaditis, Acting Director of People & Organisation
Executive/Operations sponsor:	Prof Shan Wareing – DVC Education and Chief Operating Officer
Purpose:	Discussion
Recommendation:	The committee are asked to note the report.

Key Developments across People and Organisation

1.0 Employee Relations

- 1.1 A constructive meeting took place on 6 February 2019 with the Joint Trade Unions to review the 2018 change programme, which included an overall financial update from the Director of Financial Planning, Reporting & Registry.
- 1.2 In our effort to modernise our working relationship with the recognised Trade Unions, the HR Business Partner Team have initiated an informal 6-weekly meeting which provides ample opportunity to discuss key issues and policy work, outside the JNCs committee cycle.
- 1.3 There is a current UCU ballot with LSBU regarding the national 2018-2019 pay round. UCU are asserting that the pay increase should be 7.5% as opposed to the 2% that was implemented.
- 1.4 The ballot opened on 15 January 2019 and it closes on 22 February 2019. UCU will hold a meeting on 25 February 2019 to consider the results of the ballot. This means the earliest LSBU may receive notice of action would be 26 February and therefore the earliest start date of any industrial action would be 12 March 2019.

- 1.5 Lambeth College are in dispute with recognised unions regarding pay and terms and conditions.
- 1.6 There are 36 LSBU current live 'casework' issues, which includes grievances, disciplinary, employment tribunals, sickness management and performance improvement (capability) processes. Further details are provided at **Appendix A**.

2.0 Organisational Development

2.1 Leadership Development

Our leadership and management development offer is currently being reviewed, to ensure it continues to meet organisational needs.

- 2.2 A greater focus is being placed on academic leadership, with a new School Heads of Divisions programme being developed, in partnership with the Business School.

- 2.3 The intention is to launch the programme soon after the Easter break. The Head of OD team is also supporting the DESE led Course Director Leadership programme.

- 2.4 Our work on leadership development was shortlisted for an award at the 2018 Times Higher Awards.

2.5 Engagement

We are exploring options to deliver a staff survey in 2019. This has been complicated as our previous provider, ORC, no longer offer this service, and will require a tender process.

3.0 Learning & Development

3.1 Appraisals

The staff appraisal completion rate for the 2017/18 academic year is 85.4%, lower than the previous two years. It is worth noting that the same approach generated higher returns in previous years. This may be due to the recent restructures and the impact of change proposals.

The OD team are conducting a review of the appraisal process/system with input from Deans/Directors, 10 focus groups and external research.

3.2 The L&D team are conducting Training Needs Analysis meetings with all Schools/PSGs, to look into the information in the appraisal forms of each area.

3.3 Apprenticeships

Apprenticeship Programme (ILM Level 3) – The apprentices have completed Step 2 (two thirds of the programme). Feedback on the workshops is positive and the resulting learning is significant.

4.0 Equality, Diversity and Inclusion

4.1 The Athena Swan submission draft is on track (April 2019). The EDI team is working with the key institutional leads to ensure the items identified for the action plan are specific, measurable and outcome focused.

4.2 We have appointed a critical friend (who has completed successful submissions) to review our draft application by 25/02/19.

4.3 The REC action plan is due to be revisited by the new EDI Manager and DVC Education & COO, to ensure content is still relevant and we are progressing in the areas identified following the submission.

5.0 Employee Wellbeing

5.1 A Staff Wellbeing Conference is planned for 10 April 2019, and work is continuing on mental health awareness and stress management, as key priorities. It is worth noting that the Trade Unions will be sponsoring the Wellbeing Conference for the first time.

5.2 The Annual Prevent Report was submitted to the Office for Students, in advance of their deadline of 1 December 2018. To date we are awaiting notification of the outcome (expected by March 2019).

5.3 Agreement has been reached to broaden the remit of the Safeguarding Committee. This will now include representatives from Lambeth and the Multi Academy Trust.

5.4 Emergency Planning Gold Commander Training was delivered to key members of the Executive in January 2019. There is a planned table top incident management exercise, scheduled for 7 March 2019.

6.0 Reward

6.1 My LSBU Rewards

LSBU have contracted with Sodexo to offer staff market leading discounts at a variety high street brands, travel and entertainment. Launched last November, over 500 staff have signed up so far.

6.2 The benefits portal can be accessed via the intranet and mobile devices.

6.3 This forms part of our response to the engagement survey where only 44% of staff were happy with their reward package, and supports our employer value proposition, boosting our employee benefits offer, and helping make LSBU an attractive place to work.

7.0 Family of Institutions

7.1 The TUPE transfer of Lambeth staff to SBC took place successfully.

7.2 Further Lambeth developments have included:

- A new governance and communication framework drafted, consulted on and approved, transferring the activity from transaction into transition work;
- The new Joint Executive Working Group has been established and ToR approved;
- Task and Finish groups have been established to tackle immediate priorities of compliance for H&S, Pay Review and SW4 contracts;
- Ongoing meetings and discussion between HR staff at Lambeth and LSBU.

Academies

7.3 Work has taken place with the Chief Customer Officer and Trust Business Manager, on starting to develop improved Emergency Planning and health and safety arrangements, at the UAE and UTC.

Appendix A

Casework Stats

The table below shows the distribution of 36 casework issues.

Procedure	No. of cases	% of total casework
Grievance	12	33%
Disciplinary	5	14%
Employment Tribunal	2	5%
Sickness Management	14	39%
Performance Improvement (capability)	3	9%
	36	100%

The casework includes processes that are at the informal or investigation stage of the procedure.

The distribution of casework over the areas in which they occur is detailed below.

School / PSG	No. of cases	% of total cases
ACI	1	3%
Applied Science	3	8%
ARR	2	6%
BEA	6	17%
Eng	1	3%
EAE	2	6%
FMI	2	6%
HSC	6	17%
LSS	4	11%
MAC	2	6%
BUS	2	6%
Student Services	5	14%
	36	100%

The areas with the highest level of casework is BEA, HSC and Student Services.

In BEA the casework consists of 4 grievances and 2 disciplinary cases, which is concerning given the relative headcount of BEA compared to HSC.

HSC has:

- 2 ongoing employment tribunals
- 2 disciplinary cases
- 1 sickness management
- 1 grievance.

Student Services has 5 cases, of which 4 of these are sickness management.

The high percentage in LSS is due to a number of cases relating to 1 individual.

HR Business Partners and Advisors are working closely with their areas to support these processes.

	CONFIDENTIAL
Paper title:	Development of a 2020-25 Group Strategy Performance Management Framework
Board/Committee:	Finance, Performance and Reporting Committee
Date of meeting:	26 February 2019
Author(s):	Richard Duke, Director of Strategy & Planning
Sponsor(s):	Richard Flatman, Group CFO
Purpose:	For Approval
Recommendation:	The committee is requested to note.

Executive Summary

The report details an approach to the development of a LSBU Group Performance Management Framework for the 2020-25 Corporate Group Strategy.

To note:

1. The proposed LSBU Group Performance Management Framework;
2. The timescales and structure are approved;
3. Roles and responsibilities are agreed.

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The Development of a 2020-25 Group Strategy Performance Management Framework

The 2015-20 Corporate Strategy KPIs

The institution currently has 27 KPIs that relate to the eight corporate goal areas (plus 3 relating to league tables) of the 2015-20 LSBU corporate strategy. The list was compiled through a working group during the development of the 2015-20 corporate strategy. These KPIs were reported upon annually to the Board, Finance, Planning & Resources, Academic Board and Executive.

The strength of the suite of KPI measures was that they were far reaching in terms of performance, and underpinned the drive to improve core metrics that has resulted in improved performance against metrics that have improved the organisation's external reputation. The suite, including 2019/20 targets is detailed in Appendix A. KPI outcomes for 2018/19 are not detailed, as so far very few measures have been released.

A Changing Sector and the LSBU Group

A new approach is however required, given the move to a new regulatory landscape for HE, and an increasingly competitive higher education sector. The move from LSBU to a group, also makes a change in approach essential. The data sources identified in the OfS Data Strategy¹, should be considered as important measures to be tracking. As such, the suite of performance measures, should both include metrics we need to understand internal performance, but also how the metrics will inform our external reputation and the view of the OfS and Ofsted of LSBU. Initiatives such as the Teaching Excellence Framework and Graduate Outcomes (TEF), Research Excellence Framework (REF) and Knowledge Exchange Framework (KEF) also need to be fully considered.

Performance Management Framework

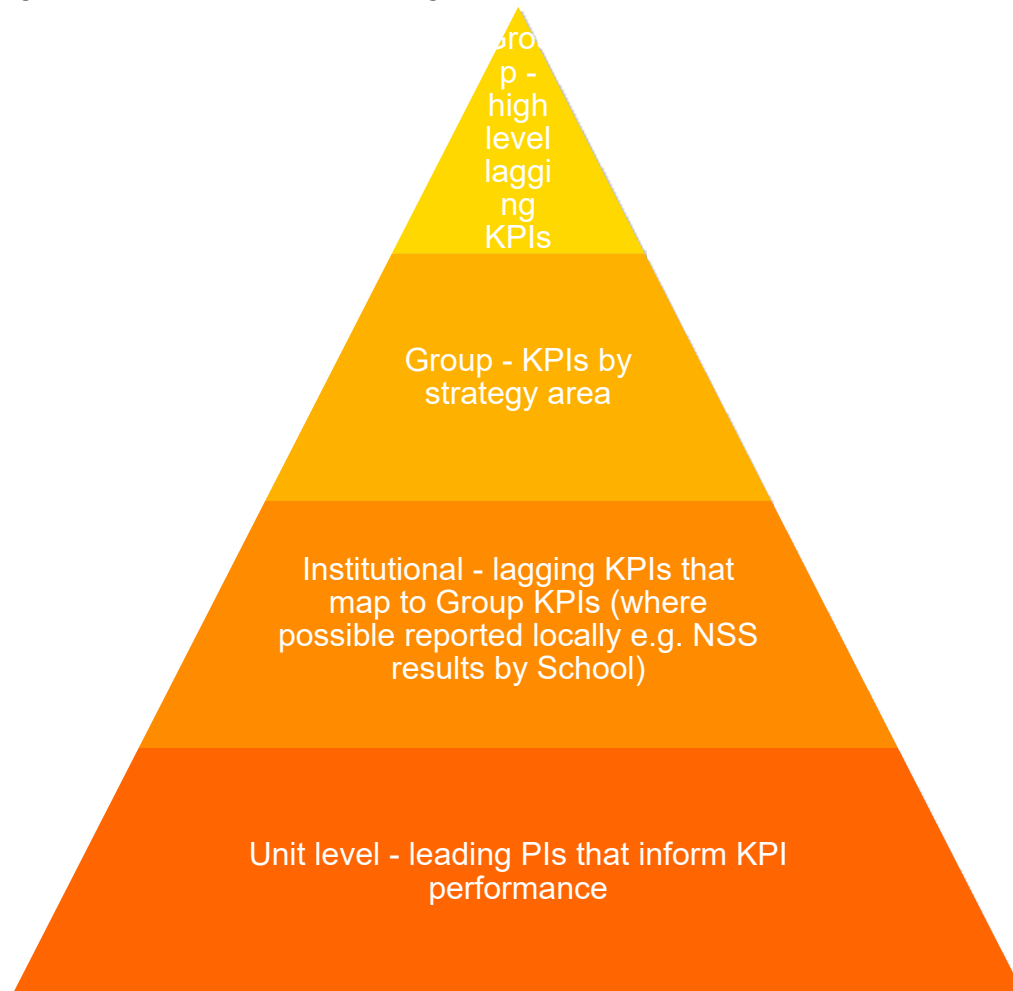
An effective performance management framework should provide the following outcomes:

- Provide strategic direction and focus for planning and prioritisation;
- Provide accountability at all levels of the organisation;
- Assist in effective decision making;
- Early warning system, to identify where corrective action is required through the use leading indicators.

¹ https://www.officeforstudents.org.uk/media/83cf5ba5-e2ea-4787-a83b-44e048ddaf3c/ofs2018_50.pdf

It is therefore proposed that to achieve the above outcomes that there are four levels of performance measure, as indicated in Figure 1.

Figure 1. – Performance Management Framework



The LSBU Executive has approved a Group Strategy that is being consulted on across the LSBU Group between January and March 2019, prior to seeking LSBU Board approval. Within that document the following Group KPIs are identified:

- Social Impact: between 2020 and 2025 we will positively impact on 1 million lives through education, business and community engagement;
- 98% of our learners will be in rewarding work or further study with 6 months of qualifying;
- Economic Impact: Between 2020 and 2025 we will generate an economic impact of £5Bn as an employer and through our research, innovation, education and community activities
- Organisational Effectiveness
 - Surplus & EBITDA
 - Staff Engagement
 - Customer Service Ratings

These measures represent the top of the pyramid in Figure 1, and should be used to drive the development of measures that support these core achievements. LSBU is engaging with consultants to identify potential approaches to measuring economic and socio impact. This work will drive the identification of potential underpinning KPIs, in the second level of the pyramid. Appendix B lists the strategy areas that underpin the Group Strategy.

The Planning, Performance & Assurance Team (PPA) will support the process of development of all levels of the performance management framework. Roles and responsibilities in this process are identified in Figure 2 below. Completion dates are identified below, but in reality, the process of identification of all levels of measure will be a continual process and iterative, and not purely sequential.

Figure 2. Responsibility Matrix

Measure Level	Responsibility	Oversight	Completion Date
Group High Level KPIs	Executive	Institutional Boards through specially convened working group (collective)	March 2019
Group Strategy Area KPIs	Executive	Institutional Boards through specially convened working group (collective)	May 2019
Institutional KPIs	Institutional Lead	Individual institutional boards	August 2019
Unit Level PIs	Deans/Directors	Institutional leads	November 2019

Performance Management Framework Governance

PPA will be responsible for the provision and oversight of this management information data, for all levels of the framework. This will involve the provision of information for staff and stakeholders across the group. It is important however that this reporting fully takes into account formal governance processes, in relation to governing bodies of each of LSBU Group institution (LSBU, SBC, SBA and SBE). This is outlined in the diagram in Appendix C.

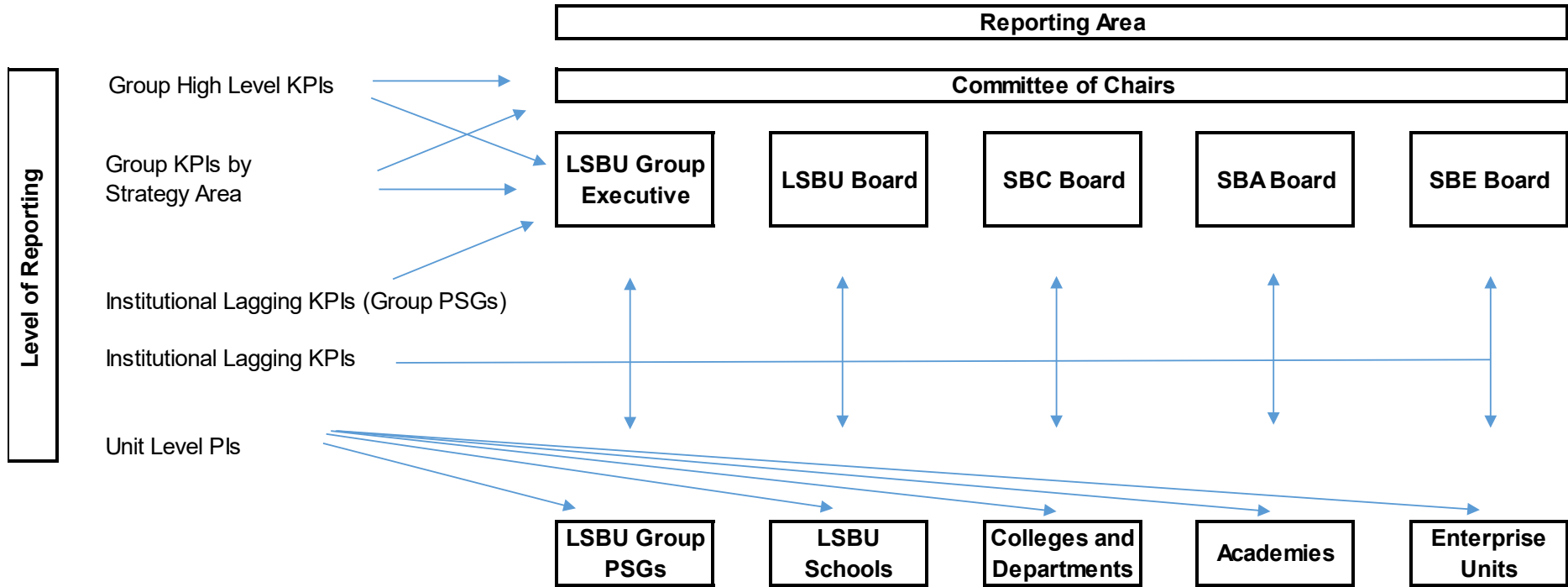
Appendix A – 2019/20 KPI Targets

Corporate Strategy Goals	20/20 Success Measures	#	Key Performance Indicators	End of Corporate Strategy Ambition	Past Performance				2018/19				Future	Comments
					14/15	15/16	16/17	17/18	Green	Amber	Red	Target		
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%				82%	Not Applicable	No numerical indicator will be available due to movement towards GO survey, but an internal forecast will be available. 2020 Ambition has already been achieved.
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%	83% +	80 - 82 %	< 80 %	86%	84%	Short of 2020 ambition, but represents 2017/18 sector average +1%
		3	International Student barometer (% recommending LSBU)	81%		77%	77%	80%	80% +	77 - 79%	< 77 %	78%	81%	As 2020 ambition
		4	PGT experience (% satisfaction)	82%	74%	74%	71%	71%	74% +	70 - 73 %	< 70 %	77%	76%	Short of 2020 ambition, but level of realism
		5	Student Staff Ratio	18:1	19.7:1	20.5:1	19.8:1	16:1	16.5 - 17.5	16 - 16.5 < 16	17.5 - 18 > 18	17:1	16-18:1	As 2020 ambition
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%				94%	Not Applicable	No numerical indicator will be available due to movement towards GO survey, but an internal forecast will be available. 2020 Ambition has already been achieved.
	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	110 +	100 - 109	< 100	110	65	Short of 2020 ambition. This is not a reliable metric when comparing to thers due to the level of ambiguity of definition. LSBU only counts sustainable startups
Research & Enterprise	Top 50% UK for Research & Enterprise Income	8	Research Income (non Hefce)	£6.0 m	£2.0	£1.9	£2.8	£3.5	£4.3 m +	£4.0 - 4.3 m	< £4 m	£3.5m	£5.0m	Short of 2020 ambition, but level of realism
		9	Enterprise Income	£19.0 m	£8.1	£7.8	£9.2	£10.9	£12 m +	£11 - 11.9 m	< £11 m	£13.0	£15.0m	Short of 2020 ambition, but level of realism
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%	8.0% +	7.7 - 7.9 %	< 7.7 %	8.6%	8-10%	As 2020 ambition
		11	FTUG % (w/o HSC contract) recruited before Clearing	90%	71.8%	71.8%	71.1%	76.0%	78% +	74 - 77 %	< 74 %	77%	+77%	Short of 2020 ambition, but level of realism
	Exceed expectations on completion	12	First Degree Completion projection (at or above benchmark)	+3%	-7%	-5.8%	-5.5%	-1.8%	>= -1 %	-2 to -3 %	< -3 %	-1%	0%	Short of 2020 ambition. This is based upon a three year cycle.
		13	Year 1 progression (can change due to Jan 2019 2nd Semester)	85%	73.1%	77.3%	74.7%	73.0%	76% +	72 - 75%	< 72%	82%	80%	Short of 2020 ambition, but level of realism. 2018/19 target set before 2017/18 result known
		14	Good Honours	63 - 67%	61.2%	66.4%	69.1%	70.0%	66-71%	72-73% 64-65%	>73% <64%	63-67%	65-70%	Should not go any higher than this figure given OfS concerns
15	PGT completion	85%	61.5%	58.7%	69%	61.0%	75% +	71-74%	< 71%		72%	Short of 2020 ambition, but level of realism. The PTES survey typically has response rates of less than 20%		
International	4 QS Stars	16	QS Star Rating	4	3 stars	3 stars	4 stars	4 stars	4	3	2	4	4	Not intended to resubmit, so 4 stars will remain
		17	Overseas student income (millions)	£20m	£11.2	£9.8	£11.2	£10.8	£12.6 m +	£12.2 - 12.5 m	< £12.2 m	£15.0	£15m	Short of 2020 ambition, but level of realism
People and Organisation	Rated as a good employer	18	Appraisal completion % (Amongst all eligible staff)	100%	90%	91%	95.6%	85.3%	100%	95 - 99 %	< 95 %		100%	As 2020 ambition
		19	Average Engagement Score as a %	75%		58%	62%	61%	69%	65 - 68 %	< 64 %	69%	70%	Short of 2020 ambition, but target reflects LSBU's benchmark figure
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%	1% +	0.7 - 0.9 %	< 0.7%	1.4%	1.4%	Short of 2020 ambition, but represents budget
		21	Income (£m)	£170.0m	£140.8m	£138.2	£144.5	£146.3	£145.2 m +	£142 - 145 m	< £142 m	£156.1m	£160.0m	Short of 2020 ambition, but represents budget
		22	EBITDA margin (EBITDA expressed as % of income)	15.0%	9.2%	11.8%	12.0%	10.7%	12.8% +	11.7 - 12.7%	< 11.7%	13.5%	13.5%	Short of 2020 ambition, but represents budget
	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%	87% +	84 - 86 %	< 84%	90.0%	90.0%	As 2020 ambition
		24	ICS Service Index %	80%	68%	76%	66%					76%	80%	Change in measurement, no longer an LSBU overall figure, but benchmarking
Overall	Top London Modern university (excl UAL)	25	Times - League table ranking	85	120 / 127	120 / 128	106 / 128	107/132	99 or higher	100 - 104	105 or lower	96	90	Short of 2020 ambition, but level of realism
		26	Guardian – League table ranking	70	111 / 119	107 / 119	92 / 121	78 / 121	75 or higher	76 - 78	79 or lower	79	70	As 2020 ambition
		27	Complete University Guide – League table ranking	87	119 / 126	115 / 127	108 / 129	93 / 131	90 or higher	91 - 94	95 or lower	98	87	As 2020 ambition

Appendix B – Strategy Areas

Strategy Areas
1. Education
2. Research
3. Enterprise and Business Engagement
4. International
5. Digital
6. Estate
7. Resources
8. Marketing and Brand
9. Leadership People and Culture
10. Student Support
11. Equality and Diversity
12. Civic Engagement

Appendix C - Proposed Performance Management Governance Framework



Level of Reporting

	CONFIDENTIAL
Paper title:	Treasury Management Report
Board/Committee:	Finance, Planning & Resources
Date of meeting:	26 February 2019
Author(s):	Rebecca Warren, Head of Financial Accounting
Sponsor(s):	Richard Flatman, Group Chief Financial Officer
Purpose:	For Approval
Recommendation:	<ul style="list-style-type: none"> • note this Treasury Management Report • recommend approval of the opening of a deposit account with Nationwide.

1. Executive Summary

On 31 January 2019 the university and SBUEL held total bank balances in current accounts, deposits fixed term accounts and loans outstanding as follows:

	£'000
Current Accounts	15,536
Deposits and fixed term accounts	25,655
Loans outstanding (creditors)	(23,583)

There were no cash flows during the quarter that were unusual for the time of year.

On 1 February, £13.75 million cash relating to the Lambeth College merger was received from ESFA and has been transferred into the LSBU NatWest current account. At the same time Lambeth College loans with Barclays Bank amounting to £13.72m were novated to LSBU.

As part of the novation of loans from Lambeth College to LSBU, The University has agreed to transfer our day to day banking business from Natwest to Barclays. The timeline of this move has yet to be agreed but is expected to be in the next 6-12 months.

Committee are requested to:

- note this Treasury Management Report
- recommend approval of the opening of a deposit account with Nationwide.

2. Cash Balances and term deposits

2.1 Details of all the University's bank and deposit balances are shown below.

Bank / Title	Type of Account	Previous Month Balance	31 January 2019	
			Balance Currency	Balance Sterling
NatWest [LSBU's Main Trading Account]	Corporate Cash Manager Plus Euro Currency Account	£	€	£
		10,712,290	4,891,068	8,511,831
		4,233,600		4,264,718
NatWest [Charitable Funds]	Corporate Cash Manager Plus	1,768,640		1,770,089
HSBC	Business Current Account	6,493		6,493
	Euro Currency Account	756,448	842,604	734,700
Lloyds TSB	Corporate Special Account 95-day notice	2,119		2,119
		10,787,785		10,787,785
Bank of Scotland	<i>Corporate Deposit Account</i> Corporate Instant Access	5,913,438		5,913,438
		198,406		198,406
Federated Investors LLP UK	Sterling Liquidity Fund 3 Sterling Cash Plus GBP	1,862		1,862
		5,329,671		5,329,671
Barclays	Business Account FiBCA	5,226		5,226
		3,415,343		3,415,343
Scottish Widows Bank Plc	Deposit Account	612		612
		502		502
Total LSBU Funds at Bank		43,132,435		40,942,795
NatWest [SBU Enterprises Ltd]	Business Current Account CCMP	0		0
		103,458		248,418
Total Access & Enterprises Funds		103,458		248,418
Total of all Fund at Bank		43,235,893		41,191,213

2.2 The table below shows the interest rates we currently receive for our accounts and fixed term deposits.

Bank	Account	Funds held at 31/01/19 £'000	Maturity date	Interest rate %
Natwest	CCMP	8,512	No notice	0.15
Natwest	Euro current account	4,265	No notice	0.15
Natwest	Charitable funds	1,770	No notice	0.15
Lloyds TSB	Fixed Term Deposit	10,788	95 days	1.00
Bank of Scotland	Corporate Deposit account	5,913	No notice	0.65
Federated Investors	Liquidity fund	5,331	No notice	variable*
Barclays	FIBCA	3,421	No notice	0.50

* Variable rate of return (between 0.57% - 0.91%)

2.3 The actual interest income for the 2017/18 year was £149,000. This was an improvement on budget due to higher than expected bank balances.

2016/17 Actual £'000	2017/18 actual £'000	2017/18 Budget £'000
£154,162	£149,000	£220,000

2.4 A detailed list showing how much we hold at each bank and 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 Nat West, the policy allows up to £25m to be held with this institution with deposits or term accounts being for no longer than 1 month.

Bank	S&P	Moody's	Fitch	Band	Maximum deposit in line with TMP £'000	Funds held at 31/01/19 £'000
Natwest	A-	A1	A+	1	£25,000	£14,795
HSBC	AA-	AA3	AA-	1	£10,000	£741
Lloyds TSB	A+	Aa3	A+	1	£10,000	£10,789
Bank of Scotland	A+	Aa3	A+	1	£10,000	£6,112
Federated Investors	AAAm	N/A	AAA	1	£10,000	£5,332
Barclays	A	A1	A+	1	£10,000	£3,421

2.5 Deposits maturing

Banks	Deposit (£M)	Rate (%)	Term (Days)	Maturity Date
Lloyds	10.8	1.00	95	95 day notice

2.6 Investment options

The University subscribes to the Finalysis UK Banking Market Review. This shows that there are a few options available to the University that will return slightly higher rates that we are obtaining at present. Examples of rates available are shown below. The University has already passed a resolution to open an account with Close Brothers and it is recommended that an account with Nationwide is also opened.

Santander time deposit	£250k +	6 months	1%	Band 1
Santander time deposit	£250k +	12 months	1.25%	Band 1
Santander time deposit	£250k +	24 months	1.45%	Band 1
Lloyds bank	£50k - £5m	12 months	1%	Band 1
Close Brothers notice account	£50k	12 month notice	1.10%*	Band 1 (not rated by S & P)
Nationwide		95 days notice	1.10%*	Band 1

*Base rate (0.75%) +0.35%

The £13.75 million relating to Lambeth Colleges, (not included in balances at 31 January) is currently in the University's Natwest current account. It will shortly be placed on deposit, with maturity dates over the next three years, corresponding to the expected cashflows when greater certainty has been established regarding the Lambeth College estates rationalisation process.

3. Loans

3.1 Including the loans novated to LSBU the loan balance outstanding is £37.3m as follows:

Lender	31/7/18 £'000	31/1/19 £'000	Term	Interest rate	Security
Allied Irish Bank (GB)	3,491	3,302	26.5 years to 2027	6.67% Fixed	Dante Road halls of residence
Barclays Bank	4,197	4,042	25 years to 2032	5.67% fixed	McLaren House
Barclays Bank	5,000	5,000	To April 2029	5.25 % fixed	
Barclays Bank	7,291	7,104	23.25 years to 2032	5.54% fixed	
Barclays Bank	4,083	3,935	23 years to 2032	0.225% over Libor	
Barclays Loan B1	-	1,089	To 30 th Aug 2035	5.2% fixed +	
Barclays Loan B2		12,634	To 30 th Aug 3035	margin 1.65%	
Salix	200	200			None
Total Group loans	24,262	37,306			

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	INTERNAL
Paper title:	SU code of practice
Board/Committee:	Finance, Planning and Resources Committee
Date of meeting:	26 February 2019
Author(s):	Michael Broadway, Deputy University Secretary
Sponsor(s):	Shân Wareing, DVC and COO
Purpose:	For Approval
Recommendation:	The committee is requested to approve the proposed changes to the SU funding agreement and code of practice.

Executive Summary

Under Section 22 of the Education Act 1994 the LSBU is required to take such steps as are reasonably practicable to secure that the Students' Union (SU) operates in a fair and democratic manner and is accountable for its finances. In addition it is required to agree a Code of Practice to ensure that a number of requirements are complied with by the SU. The Code of Practice was last agreed by the Board in 2012.

A proposed updated Code of Practice is attached along with a proposed pro forma annual compliance report from the SU to LSBU.

As part of the review of the Code of Practice, the funding agreement between LSBU and the SU has also been reviewed – see supplement.

The SU have been consulted on the proposed changes and are broadly content. It is proposed that the SU trustee board and the LSBU board are requested to approve the revised documents at their spring 2019 meetings.

The committee is requested to approve the revised Code of Practice, annual compliance statement and funding agreement.

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CODE OF PRACTICE
(subject to approval by LSBU Board of Governors)

LONDON SOUTH BANK STUDENTS' UNION

(Education Act 1994 Section 22)

Under Section 22 of the Education Act 1994 London South Bank University (“the University”) is required to take such steps as are reasonably practicable to secure that the London South Bank Students’ Union (“the Union”) operates in a fair and democratic manner and is accountable for its finances. In particular the University is required to take such steps as are reasonably practicable to secure that the following requirements are observed by the Union.

This Code of Practice sets out how the below requirements are to be carried into effect by the Union and sets out, in relation to each of the requirements, details of the arrangements made to secure its observance.

1. *Constitution 22(2)(a)& 22(2)(b). The union should have a written constitution. The provisions of the constitution should be subject to the approval of the governing body and to review by that body at intervals of not more than five years.*

The Union has its own written Constitution, which is subject to approval by the Board of Governors of the University (“the Board”), and is reviewed by the Board at intervals of not more than 5 years. Anything described in this code as “constitutional” is contained in the Union Constitution.

2. *Opting Out 22(2)(c). A student should have the right not to be a member of the union, and students who exercise that right should not be unfairly disadvantaged, with regard to the provision of services or otherwise, by reason of their having done so.*

Any enrolled student of the University has a statutory right to opt out of Union membership. The option to opt out of membership is clearly signposted as part of the University enrolment process.

3. *Election to major Union offices by secret ballot 22(2)(d). Appointment to major union offices should be by election in a secret ballot in which all members are entitled to vote.*

Election provisions, including the election of major union offices by secret ballot, are outlined in Regulation D of the Constitution

4. *Fair and proper conduct of Union elections 22(2)(e). The governing body should satisfy themselves that the elections are fairly and properly conducted.*

The Union elections are monitored on behalf of the Board by the appointed Returning Officer. The Returning Officer shall supply the Board with a certificate each year that the elections of the Union’s Sabbatical Officers and Student

Trustees have been fairly and properly conducted..

5. Limit on terms of office 22(2)(f). *A person should not hold sabbatical union office, or paid elected union office, for more than two years in total at the establishment.*

There is constitutional provision for no person to hold sabbatical or paid union office for more than two years in total.

6. Union finances 22(2)(g) *the financial affairs of the union should be properly conducted and appropriate arrangements should exist for the approval of the union's budget, and the monitoring of its expenditure, by the governing body.*

The Union will produce monthly reports on its income and expenditure against the approved budget. Monthly reports will be made available on request by the Board or University Executive.

A six monthly financial report and Annual Accounts will be provided to the Board, or appropriate subcommittee.

7. Financial reports 22(2)(h). *Financial reports of the union should be published annually or more frequently, and should be made available to the governing body and to all students, and each such report should contain, in particular (i) a list of the external organisations to which the union has made donations in the period to which the report relates, and (ii) details of those donations.*

The Union will publish Annual Accounts. The Union shall have its accounts audited annually by a public accountant in the active practice of their profession. The audited accounts shall be presented annually to the Board, or appropriate sub-committee. They will also be presented to the Union's Members at the Union's Annual General Meeting.

Annual Accounts will be made available on-line and will include:

- A list of external organisations to which the Union has made donations in the period to which the report relates; and
- Details of those donations.

8. Allocation of Union resources to groups or clubs 22(2)(i). *The procedure for allocating resources to groups or clubs should be fair and should be set down in writing and freely accessible to all students.*

The Union will publish online the procedure for applying for and allocating funds to groups and societies. The Union will provide an annual report summarising how resources were allocated to the Board, or appropriate sub-committee, and the Union's Members.

9. Notice of decision to affiliate 22(2)(j). *If the union decides to affiliate to an external organisation, it should publish notice of its decision stating (i) the name of the organisation, and (ii) details of any subscription or similar fee paid or proposed to be*

paid, and of any donation made or proposed to be made, to the organisation, and any such notice should be made available to the governing body and to all students.

The Union will publish online notice of all decisions to affiliate with external organisations and the details of any payments made to those organisations.

10. *Annual report on affiliations 22(2)(k). Where the union is affiliated to any external organisations, a report should be published annually or more frequently containing (i) a list of the external organisations to which the union is currently affiliated, and (ii) details of subscriptions or similar fees paid, or donations made, to such organisations in the past year (or since the last report), and such reports should be made available to the governing body and to all students.*

The Union will provide an annual report summarising its affiliations to the Board, or appropriate sub-committee, and the Union's Members.

11. *Review of affiliations and right to requisition secret ballot 22(2)(l). There should be procedures for the review of affiliations to external organisations under which (i) the current list of affiliations is submitted for approval by members annually or more frequently, and (ii) at such intervals of not more than a year as the governing body may determine, a requisition may be made by such proportion of members (not exceeding 5 per cent.) as the governing body may determine, that the question of continued affiliation to any particular organisation be decided upon by a secret ballot in which all members are entitled to vote.*

There is constitutional provision for the annual submission and approval of affiliations to external organisations at an Annual General Meeting of the Union.

The Union will notify its members of the right of secret ballot in which all members are entitled to vote for or against continuation of any particular affiliation, provided that (a) 150 or more of members sign a request for the ballot and (b) 365 days or more have passed since the last request relating to the same affiliation.

12. *Union complaints procedure 22(2)(m). There should be a complaints procedure available to all students or groups of students who (i) are dissatisfied in their dealings with the union, or (ii) claim to be unfairly disadvantaged by reason of their having exercised the right not to be a member of the union,*

The Union will provide an annual report to the Board, or appropriate sub-committee, summarising all complaints pursued by means of the constitutional complaints procedure, including those from students who allege unfair disadvantage after opting out of membership.

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London South Bank Students' Union
Annual Report on compliance with Code of Practice

1. Constitution:

The Union's constitution was last reviewed on [date] and revisions approved by LSBU's Board of Governors on [date]. The Union's constitution is next due for renewal in [Year].

2. Opt-Out

The option to opt out of Union membership is clearly signposted as part of the University enrolment process.

3. Union Elections

The elections for the Union's Sabbatical Officers were held on [date], in accordance with Regulation D of the Union's constitution.

The elected Officers are:

- President
- Vice President, Education
- Vice President, Welfare and Equalities
- Vice President, Activities & Employability

4. Conduct of Union Elections

The Union's elections were monitored by the appointed Returning officer. LSBU's Board of Governors received the report of the returning officer on [date] confirming that the elections of the Union's Sabbatical Officers and Student Trustees were fairly and properly conducted.

5. Terms of Office

In [Year] no Union Sabbatical Officer had held office for more than two years in total.

Role	Individual	Date Appointed	Previous Positions held	Total years in Office
President	Nelly Kibirige	[DATE]		
Vice President, Education	Sajjad Hossain	[DATE]		
Vice President, Welfare and Equalities	Samantha Robson	[DATE]		
Vice President, Activities & Employability	Kat Colangelo	[DATE]		

6. Union Finances

The Union produced monthly reports on its income and expenditure against the approved budget.

A six monthly financial report was provided to the [Executive/Board and/or Committee] on [date].

Annual Accounts were provided to the [Executive/Board and/or Committee] on [date].

7. Financial Reports

The Union's annual accounts were audited by [insert name]. The auditors provided an [unqualified opinion which stated: [insert auditor's opinion].]

The audited accounts for [date] were approved by its trustees on [date]. The annual accounts include a list and details of donations made by the Union to external organisations during the year.

The audited accounts were presented to the [Board and/or Committee] at its meeting on [date].

The accounts were presented to the Union's members at its Annual General Meeting on [date] and are published on the Union's website [insert hyperlink].

8. Union Resources

The Union's procedure for applying for and allocating resources to groups and societies is published on the Union website [insert hyperlink].

In [year] [amount] was allocated to groups and societies.

Group / Society	Amount
Total allocated:	

9. Notice of Decision to Affiliate

In [year] the Union [did not affiliate with any new external organisations / made the decision to affiliate with the following external organisations]. [Details of the individual organisations and any payments made to those organisations are included in the table below.] [Notice of all decisions to affiliate were published on the Union's website [insert hyperlink].]

External organisation	Subscription/fees paid	Date of affiliation

10. Report on Affiliations

The Union is affiliated with the following external organisations.

External organisation	Subscription/fees paid in [year]

A list of the Union’s affiliations is published on the Union’s website [insert hyperlink].

11. Review of Affiliations

The current list of affiliations was submitted for approval by the members of the Union at its Annual General Meeting on [date].

Union members were notified of their right to hold a secret ballot to vote for or against continuation of any particular affiliation, in line with the requirements stipulated by the Board. [No requests for a secret ballot were submitted/ a request for secret ballot was submitted in relation to x but did not obtain the required number of signatures to proceed / a request for secret ballot was submitted and upheld in relation to x organisation...]

12. Complaints Procedure

The Union’s complaints procedure is published on the Union’s website [include hyperlink].

In [year] the Union received [number] complaints.

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	CONFIDENTIAL
Paper title:	School KPI Report
Board/Committee:	Finance, Planning and Resources Committee
Date of meeting:	26 February 2019
Author(s):	Richard Duke – Director of Strategy & Planning
Sponsor(s):	Pat Bailey - Provost
Purpose:	For Review
Recommendation:	Review the performance data

Executive Summary

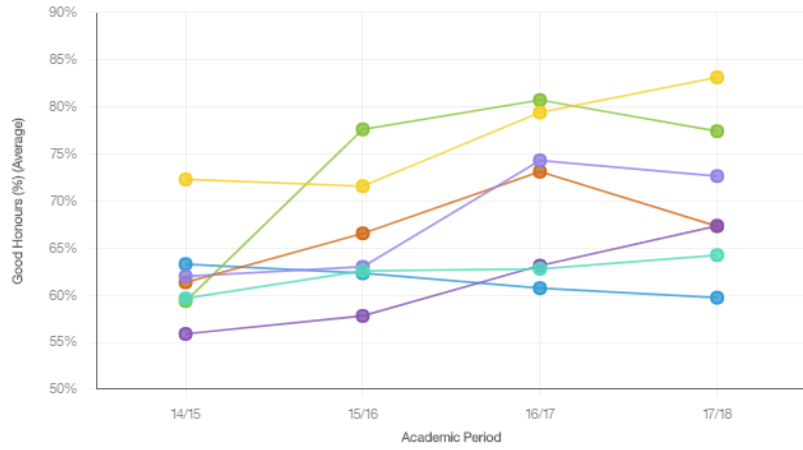
The attached report details trends against a number of performance measures at School level. Overall there have been declines (but not in every School) in measures relating to:

- National Student Survey (Overall Satisfaction)
- Year 1 Progression

Good honours has shown some increases and some decreases, whilst graduate level employment has seen improved performance against all Schools.

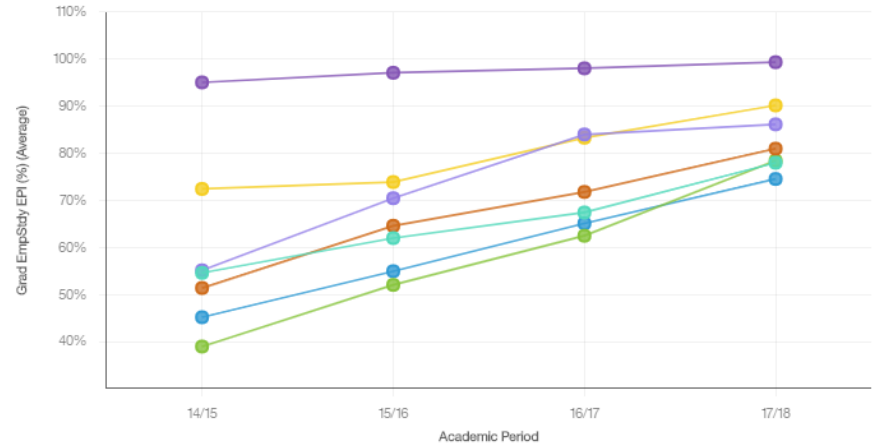
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Good Honours % (all students)



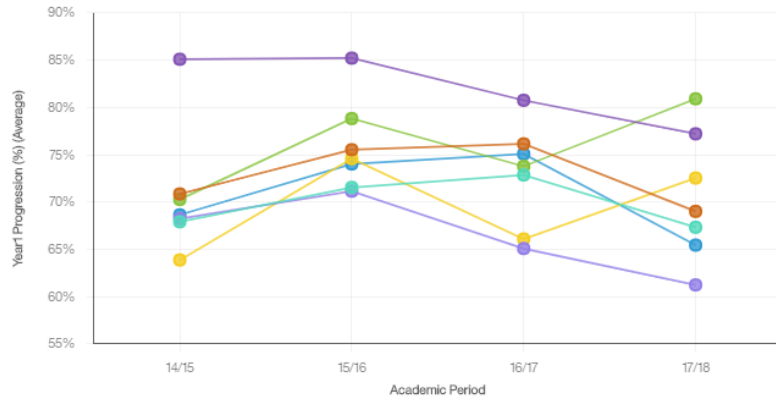
- School / PSG
- School of Applied Sciences
 - School of Arts and Creative Industries
 - School of Built Environment and Architecture
 - School of Business
 - School of Engineering
 - School of Health and Social Care
 - School of Law and Social Sciences

Graduate Employment or Further Study (FT, First Degree)



- School / PSG
- School of Applied Sciences
 - School of Arts and Creative Industries
 - School of Built Environment and Architecture
 - School of Business
 - School of Engineering
 - School of Health and Social Care
 - School of Law and Social Sciences

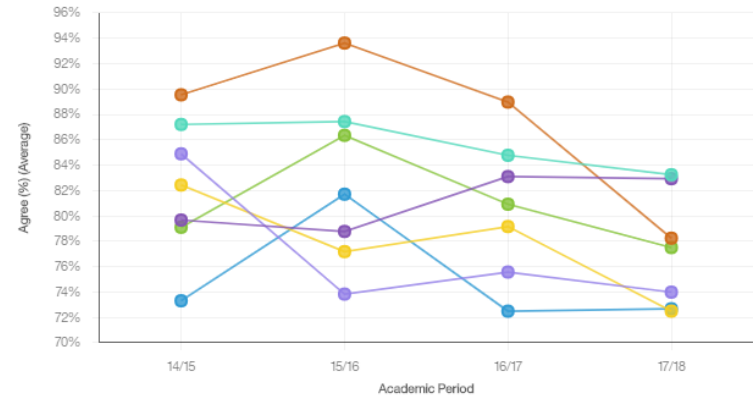
Year 1 to Year 2 Progression (FT, First Degree)



School / PSG

- School of Applied Sciences
- School of Built Environment and Architecture
- School of Engineering
- School of Law and Social Sciences
- School of Arts and Creative Industries
- School of Business
- School of Health and Social Care

NSS Overall Satisfaction (all students)



School / PSG

- School of Applied Sciences
- School of Built Environment and Architecture
- School of Engineering
- School of Law and Social Sciences
- School of Arts and Creative Industries
- School of Business
- School of Health and Social Care

Good Honours (all students)



Good Honours (%)	14/15	15/16	16/17	17/18
School of Applied Sciences	63%	62%	61%	60%
School of Arts and Creative Industries	59%	78%	81%	77%
School of Built Environment and Architecture	72%	72%	79%	83%
School of Business	61%	67%	73%	67%
School of Engineering	62%	63%	74%	73%
School of Health and Social Care	56%	58%	63%	67%
School of Law and Social Sciences	60%	63%	63%	64%

Graduate Employment or Further Study (FT, First Degree)



Grad EmpStdy EPI (%)	14/15	15/16	16/17	17/18
School of Applied Sciences	45%	55%	65%	75%
School of Arts and Creative Industries	39%	52%	63%	78%
School of Built Environment and Architecture	72%	74%	83%	90%
School of Business	51%	65%	72%	81%
School of Engineering	55%	70%	84%	86%
School of Health and Social Care	95%	97%	98%	99%
School of Law and Social Sciences	55%	62%	67%	78%

Year 1 to Year 2 Progression (FT, First Degree)



Year1 Progression (%)	14/15	15/16	16/17	17/18
School of Applied Sciences	69%	74%	75%	65%
School of Arts and Creative Industries	70%	79%	74%	81%
School of Built Environment and Architecture	64%	75%	66%	73%
School of Business	71%	76%	76%	69%
School of Engineering	68%	71%	65%	61%
School of Health and Social Care	85%	85%	81%	77%
School of Law and Social Sciences	68%	72%	73%	67%

NSS Overall Satisfaction (all students)



Agree (%)	14/15	15/16	16/17	17/18
School of Applied Sciences	73%	82%	72%	73%
School of Arts and Creative Industries	79%	86%	81%	78%
School of Built Environment and Architecture	82%	77%	79%	73%
School of Business	90%	94%	89%	78%
School of Engineering	85%	74%	76%	74%
School of Health and Social Care	80%	79%	83%	83%
School of Law and Social Sciences	87%	87%	85%	83%

	INTERNAL
Paper title:	University Fees Breakdown
Board/Committee:	Finance, Planning and Resources committee
Date of meeting:	28 February 2019
Author(s):	Michael Simmons, Ralph Sanders
Sponsor(s):	Dave Phoenix, Vice Chancellor and CEO
Purpose:	For Information
Recommendation:	Note the creation and dissemination of a graphical breakdown of how LSBU uses UK undergraduate university fees.

Executive Summary

In order to provide LSBU undergraduates and others with a clear explanation of how their university fees are expended, we have produced the attached graphic and supporting information. This will be made available on the LSBU website and elsewhere. This is at a time when the Office for Students and politicians have been encouraging HEIs to publish this information.

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EST 1892

**London
South Bank
University**

London South Bank University

2017/18 Undergraduate Home Fee Breakdown

Where are my university fees
being spent?

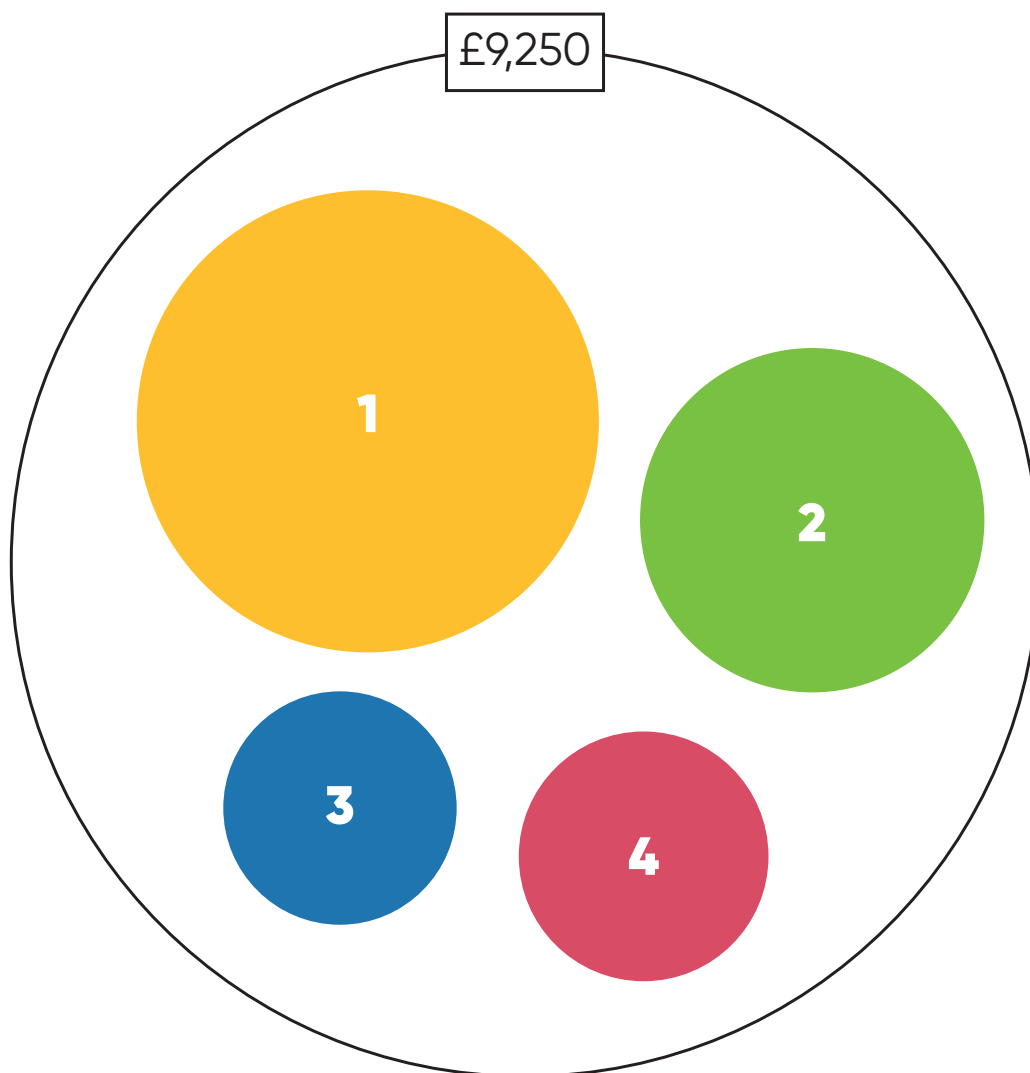
Undergraduate fees breakdown:

Where are my university fees being spent?

University fees cover a broad range of costs to provide a university education.

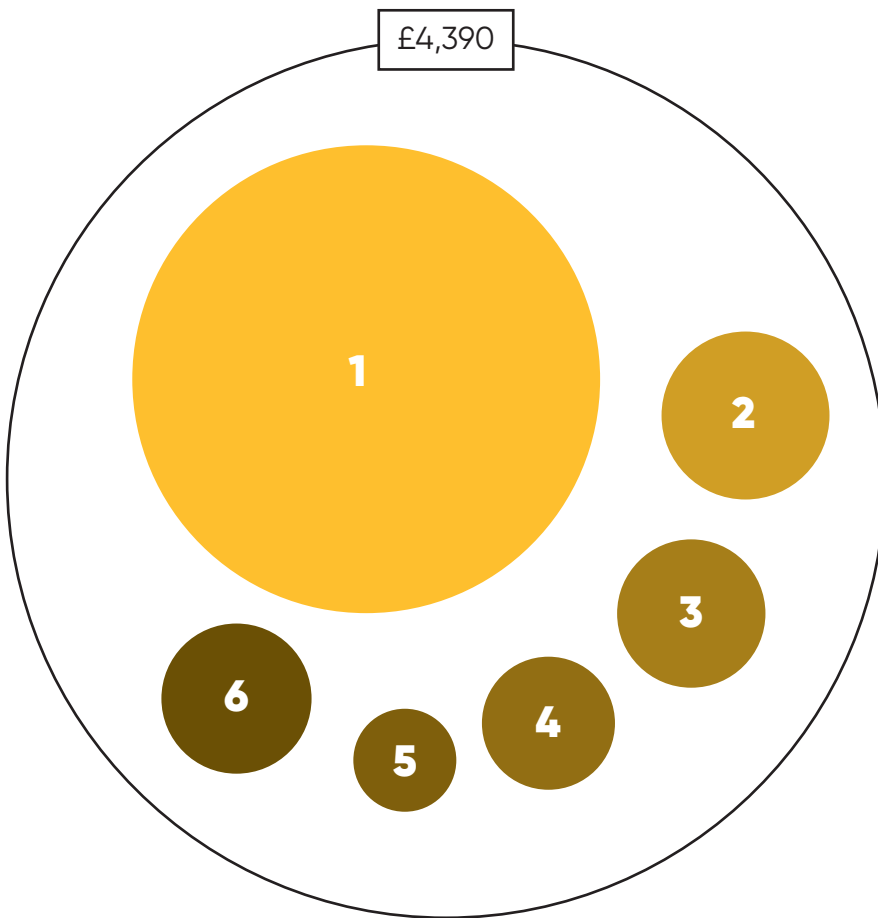
The £9,250 fee contributes to your academic tuition; academic support services; employability, internships and work placement support; wellbeing services; equipment and learning materials; technical support; IT and digital learning; and investment and maintenance in buildings and facilities.

The following diagrams show how this expenditure breaks down:



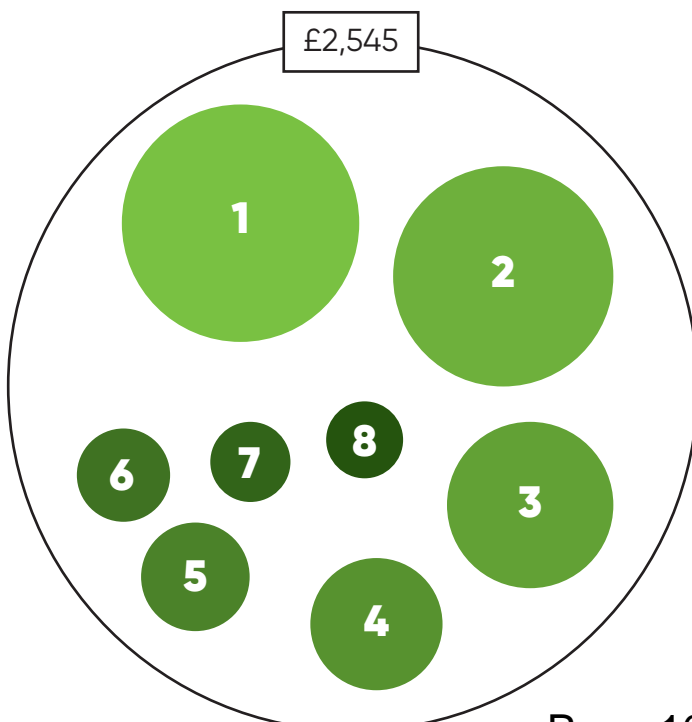
1. 47% Student Facing Activity
2. 28% Student Facing Services
3. 13% Professional Service
4. 12% Investments

1. 47% Student Facing Activity



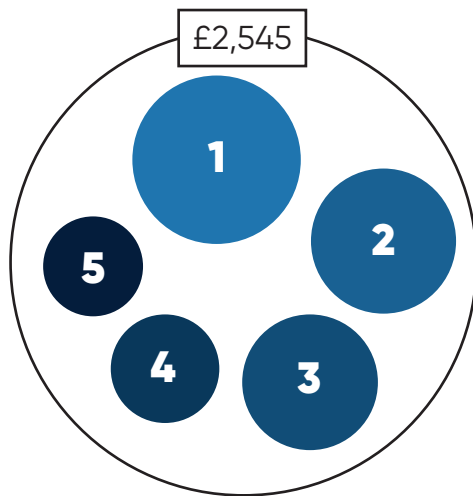
1. £3,092 Academic staff
2. £384 Course administration
3. £273 Bursaries, scholarships and targeted student support
4. £222 Technical staff
5. £128 Equipment and learning materials
6. £291 Other academic costs

2. 28% Student Facing Services



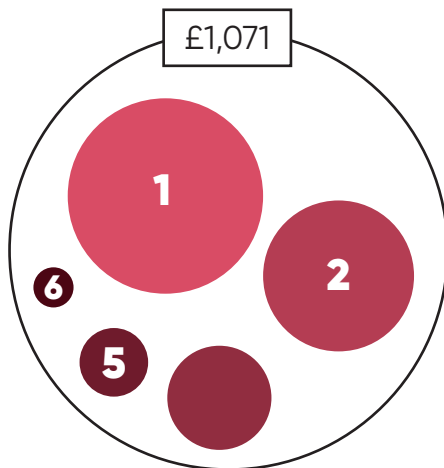
1. £788 Information technology and digital learning
2. £700 School estate
3. £396 Libraries and learning materials
4. £230 Student services
5. £149 Academic standards
6. £122 Alumni and student communications
7. £86 Registry
8. £74 Students' Union

3. 13% Other Professional Services



1. £378 Finance and planning
2. £302 Human resources
3. £270 Marketing
4. £150 University leadership
5. £144 Policy and legal

4. 12% Investments in enhancing teaching and research infrastructure and the student experience



1. £523 Depreciation (cost of building estate with equipment)
2. £337 Other estate costs
3. £125 Interest and other financing costs
4. £62 Civic engagement
5. £24 Research infrastructure
6. £24 Research infrastructure

The actual cost of providing education and services to each student differs due to a wide range of factors. These include the mode of study (e.g. full-time, part-time, apprenticeships), subject area, and the level of use of student services and of other facilities.

Mode of study

The government acknowledges that universities incur proportionally greater per head costs in managing part-time students. This is related principally to additional administrative and student services over the longer period of study. Government makes an additional contribution towards these costs.

Subject area

Some subject areas (e.g. medicine and engineering) receive additional direct funding from government to take account of the additional costs of provision, particularly laboratories and technical support. The aim is that students are not discouraged from studying these subjects due to higher fees, which may or may not be related to additional earning capacity.

Support for individual students

Like many similar payments – such as membership fees, taxes, etc – the cost of providing services to each individual depends on a wide of factors e.g. use of particular facilities such as the library, learning support programmes, employability and other student support programmes. It is therefore not practicable to provide a specific cost of provision for each individual student. Like other similar charges, university fees are determined by apportioning the overall cost of provision.

Investment in facilities

Just as current students benefit from the investment in facilities financed by previous generations of students, a proportion of university fees is set aside to invest in maintaining, renewing, upgrading or replacing university facilities such as laboratories and other teaching facilities, libraries, study areas and social and catering facilities.

Investment in research and external engagement

We believe it is important that our students are taught by academic staff who maintain a current knowledge of ongoing developments in their field. This is maintained through involvement in a combination of research, knowledge exchange, and engagement with academics beyond LSBU. Most of these costs are covered by grants and other forms of income. Recognising the importance of providing this currency to our teaching, there is also a small contribution from university fees to supporting this kind of external engagement.

Other sources of income

This breakdown is based solely on how we spend the annual university fees of £9250 per full time student per year. LSBU also generates income from a wide range of other sources. Some of this income is used to provide additional investment in facilities and services which benefit our students. The breakdown of the undergraduate university fees of £9250 does not take account of this additional investment in the experience of our students. These other sources of income include research grants, health contracts, knowledge exchange income, other grant income and commercial income, postgraduate and international university fees.

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