

Meeting of the Policy & Resources Committee

4pm* on Tuesday, 12 March 2013
In 1B33, Technopark, London Road, SE1

* Meeting to commence immediately after an Appointments Committee to be held at 4pm

Agenda

<i>No.</i>	<i>Item</i>	<i>Paper No.</i>	<i>Presenter</i>
1.	Welcome and apologies		Chair
2.	Declarations of interest		Chair
3.	Minutes of the previous meeting (for publication)	PR.01(13)	Chair
4.	Matters arising		Chair
5.	Performance Matters		
5.1	Student recruitment update	PR.02(13)	PVC(E)
6.	Matters for Approval		
6.1	Five year forecasts	PR.03(13)	EDF
6.2	Perry Library Entrance Scheme	PR.04(13)	PVC(A)
6.3	University Technical College	PR.05(13)	VC
6.4	OFFA agreement, 2014/15	PR.06(13)	PVC(A)
6.5	Charitable Funds resolutions	PR.07(13)	Sec
7.	Matters for Noting		
7.1	Key Performance Indicators	PR.08(13)	VC
7.2	Management accounts to 31 January 2013	PR.09(13)	EDF
7.3	Treasury management report	PR.10(13)	EDF
7.4	Annual health and safety report	PR.11(13)	VC
8.	Any other business		Chair
9.	Date of next meeting: 4pm on Tuesday 7 May 2013		

Members: Sarah Mullally (Chair), David Longbottom (Chairman of the Board), Martin Earwicker (Vice-Chancellor), Anisa Ali, Ken Dytor, Sir David Melville, Anne Montgomery, Diana Parker and Jon Warwick.

With: Pro Vice Chancellor (Academic), Pro Vice Chancellor (External), Executive Director of Finance, University Secretary and Governance Officer.

	PAPER NO: PR.01(13)	
Board/Committee:	Policy and Resources Committee	
Date:	12 February 2013	
Paper title:	Minutes of the meeting of 13 November 2013	
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors	
Board sponsor:	Dame Sarah Mullally, Chair of the Policy and Resources Committee	
Recommendation:	That the committee approves the minutes of its meeting of 13 November 2012 and the suggested redactions for publication	
Matter previously considered by:	N/A	N/A
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?	Published on the university's website.	

Executive Summary

The committee is requested to approve the minutes of its meeting of 13 November 2012 and the suggested redactions for publication.

Minutes of a Meeting of the Policy and Resources Committee
held at 4pm on Tuesday, 13 November 2012
in 1B27, Technopark, London Road, SE1

Present

Rev Dame Sarah Mullally Chair
Mr D Longbottom Chairman of the Board
Prof M Earwicker Vice Chancellor
Ms A Ali
Ms A Montgomery
Ms D Parker

In attendance

Dr P Cardew Pro Vice Chancellor (Academic)
Mr R Flatman Executive Director of Finance
Ms B Jullien Pro Vice Chancellor (External)
Mr J Stevenson University Secretary and Clerk to the Board of Governors
Mr M Broadway Governance Officer

Welcome and Apologies

1. Apologies had been received from Janet Cattini, Ken Dytor and Sir David Melville.

Declarations of Interest

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

Minutes of the previous meeting

3. The minutes of the previous meeting were approved as a correct record. The minutes were approved for publication subject to the proposed redactions (paper **PR.46(12)**).

Matters Arising

4. The Pro Vice Chancellor (External) updated the committee on enterprise activity. It was noted that the new enterprise company had met twice and was recruiting for independent non-executive directors. A fuller update including strategy and five year forecasts would be presented to the committee and the Board in May 2013.

Student Recruitment Update

5. The Pro Vice Chancellor (External) updated the committee on student recruitment for 2013/14. It was noted that attendance at open days in October 2012 was 60% higher than the previous year. A fuller report would be presented to the committee in February after the UCAS submission deadline.
6. The Executive Director of Finance updated the committee on the financial impact of 2012/13 recruitment on the 2012/13 budget. It was noted that a reforecast surplus of £2.5m would be recommended to the Board on 22 November 2012.

Draft Report and accounts for year to 31 July 2012

7. The committee discussed the draft report and accounts for the year to 31 July 2012 (paper **PR.47(12)**), which showed an operating surplus of £9.5m (£6.5m after impairment) which was significantly ahead of budget. The surplus was 7% of income compared to 1.8% across the sector. It was noted that the Audit Committee had reviewed the accounts in detail and that there had been no substantive amendments since. The committee recommended the accounts to the Board for approval.
8. The committee congratulated the Executive on the financial performance, given the uncertainty facing the higher education sector.

Students' Union accounts for year to 31 July 2012

9. The committee noted the Students' Union (SU) accounts which had been approved by the SU Trustee Board (paper **PR.48(12)**).

Terms of Reference

10. The committee recommended revised terms of reference, clarifying the committee's role of scrutinising the University's performance, to the Board (paper **PR.49(12)**), subject to the inclusion in 2.4 that the chair shall normally be a Vice Chair of the Board.

Articles of Association

11. The committee discussed proposed new articles of association for the University (paper **PR.50(12)**). The committee noted the proposed article on academic freedom, which was broadly similar to the existing provision.
12. The committee discussed in detail whether to include in the articles a power to remunerate governors. It was noted that a compelling justification to the Charity

Commission would be needed if it ever became necessary to use the power. The committee considered it acceptable to include the provision as an enabling power, even though there is no necessity at present to remunerate the Chair or governors, but requested the Board as a whole to consider this issue at its meeting of 22 November 2012.

13. Subject to this discussion, the committee recommended the revised articles of association to the Board for approval and noted the timetable for consultation with the joint unions, the Department of Business, Innovation and Skills and the Privy Council.

Key Performance Indicators

14. The committee noted the key performance indicators (paper **PR.51(12)**).

Insurance Claims

15. The committee noted an update on insurance claims for 2011/12 (paper **PR.52(12)**).

Any Other Business

16. The committee noted that the Garfield Weston Foundation had pledged to donate £200k to the National Bakery School.
17. Following good practice discussed at the Committee for University Chairs, the committee agreed that the Property Committee would review the next phase of the estates strategy in light of the discussion at the Board strategy day of 18 October 2012.

Date of next meeting

18. The next meeting of the committee will be Tuesday, 12 February 2013 at 4pm.

The Chair closed the meeting.

Approved as a true record:

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Chair

Policy and Resources Committee – 13 November 2012

ACTION SHEET

Minute	Action	By whom	Status
3.	Publication of minutes	Sec	Completed
4.	Update on University Enterprise to committee in May 2013 including 5 year forecasts and strategy	PVC(E)	On agenda
6.	Revised financial forecast for 2012/13 to Nov Board meeting	EDF	Completed
7.	Accounts to Board for approval	EDF	Completed
10.	Revised terms of reference to Board for approval	Sec	Completed
12. & 13.	Articles of association to Board for approval and discussion on remuneration of governors	Sec	Discussed by Board

	PR.02(13)	
Board/Committee:	Policy and Resources Committee	
Date:	12 March 2013	
Paper title:	Student Recruitment Update – 2012/13 outcome and progress 2013/14	
Author:	Lynn Grimes, Director of Marketing and Student Recruitment and Jenni Parsons, Director of Internationalisation	
Executive sponsor:	Bev Jullien, Pro Vice Chancellor (External)	
Recommendation by the Executive:	To note the outcomes of September 2012 recruitment nationally, and progress for 2013/14 intakes	
Aspect of the Corporate Plan to which this will help deliver?	Student choice	
Matter previously considered by:	Executive	January 2013
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?	N/A	

Executive Summary

Performance 12/13

- In England, according to UCAS, entry to HE Institutions was down by 51000, or 13% in 2012 relative to 2011. Low tariff institutions and mature students were most affected. Significantly fewer insurance offers were accepted this year, suggesting that first choice institutions chose to be more flexible in their acceptance criteria
- LSBU performed relatively well in this environment – with a decrease in accepted applicants of -4%, the lowest reduction amongst our London competitor group, relative to 2011/12

Performance 13/14

- Early signs are that applications for Home and EU are up on last year (+5%) with applications excluding Health up 7.1% which is ahead of the sector (+2.5%).
- A key focus is improving conversion from application to enrolment, with a range of new initiatives, including a programme of “taster” experiences and personal contact from students and tutors.

- Recruitment from partner schools and colleges and the EU is responding well to the targeted approach introduced last year – both of these programmes are being further extended.
- Marketing have introduced a tiered approach to course promotion – and there are signs of positive feedback from key targets, in particular the Law programme (where applications year to date have increased by 20%)
- Work is in progress assessing the performance of the portfolio across the University, and identifying both tactical and strategic responses
- Recruitment of new international students for 12/13 held relative to 2011/12. A programme of further targeted activities is in place for 2013/14 and early signs are that offers and firm acceptances are up.
- It is very early in the cycle, but so far acceptances are up by 58% for UG SNC, by 23% for postgraduate fulltime and by 36% for international students.
- Part-time for both undergraduate and postgraduate continues to be slow.

Student Recruitment Report to the P & R Committee, March 2013

2012/13 Home and EU Market performance

UCAS has now published their end of cycle review:

- In England, after adjustment for deferrals, entry to HE was down by 51k, or 13% compared to 2011. Low tariff institutions were the most affected. Over 21s were impacted significantly more than younger students
- Most students made 5 choices, and significantly more received 5 offers than in previous years, reducing conversion rates
- Insurance accepts were down by 25% - possibly indicating flexibility from the first choice institutions
- Although numbers were different, the shape of the curves for applications and offers was similar in 12 to 11 – so it is reasonable to use comparison with previous years in tracking 13/14
- There was a record acceptance of 18 year olds to higher tariff institutions (probably indicative of flexibility in grades accepted) – including students from disadvantaged backgrounds (up by 10%)
- Half of all entries were for fees (before discounts / waivers) of £9k. The average fee at lower tariff institutions was £7919 – no evidence that a low fee is a positive differentiator between similar institutions
- There was a drop in acceptance rate from EU students, and markedly from non-EU internationals
- Reasons for declining an offer, from both placed and unplaced students showed a very strong increase in academic reputation, and to a lesser extent employment prospects. The sharpest decrease was “unrealistic offers” (once again, suggesting increased flexibility from high tariff institutions). Scholarships and bursaries were relatively low as an influencing factor

LSBU Relative Performance

It is not possible to compare final enrolment figures between institutions, but based on accepted offers, LSBU performed well compared to its competitors, with a reduction of accepted applicants of -4%. London Metropolitan was the weakest performer, with a reduction of 43% - although this was compared to a year in which they heavily over-recruited

Institution	Applications (Choices) 2012	Accepted Applicants 2012	Applications (Choices) 2011	Accepted Applicants 2011	Applications (choices) annual change	Applications (choices) %	Accepted Applicants annual change	Accepted Applicants %
University of East London	18,707	4,385	22,634	5,510	-3927	-17%	-1125	-20%
University of Greenwich	31,345	4,034	35,425	5,223	-4080	-12%	-1189	-23%
Kingston University	39,341	6,210	46,540	6,809	-7199	-15%	-599	-9%
London Metropolitan University	21,446	4,079	25,467	7,209	-4021	-16%	-3130	-43%
London South Bank University	22,093	3,740	24,410	3,893	-2317	-9%	-153	-4%
Middlesex University	30,307	4,139	31,314	4,619	-1007	-3%	-480	-10%
Roehampton University	7,836	2,254	10,498	2,455	-2662	-25%	-201	-8%
The University of West London	16,581	2,394	15,872	2,742	709	4%	-348	-13%
University of Westminster	24,950	4,503	27,395	5,088	-2445	-9%	-585	-11%

LSBU performance in Schools and Colleges

Enrolments from the top 20 target institutions have been analysed, and compared with applications over the last 3 cycles (see appendix 1). Enrolments increased by 50% since 2010, to a total of 790 (including Health students). Conversion ranges from 6% to over 20% between institutions, with an average of 14.5%. In 2013/14, the number of partner institutions has been increased to 40, and engagement increased, to improve conversion

Feedback from decliners

The results of the LSBU decliner survey show that the main reasons are fit with course requirements and location. The top 3 institutions which students chose to go to instead were Westminster, Middlesex and Greenwich

A top priority for this year and beyond is to improve conversion, and position LSBU as institution of choice

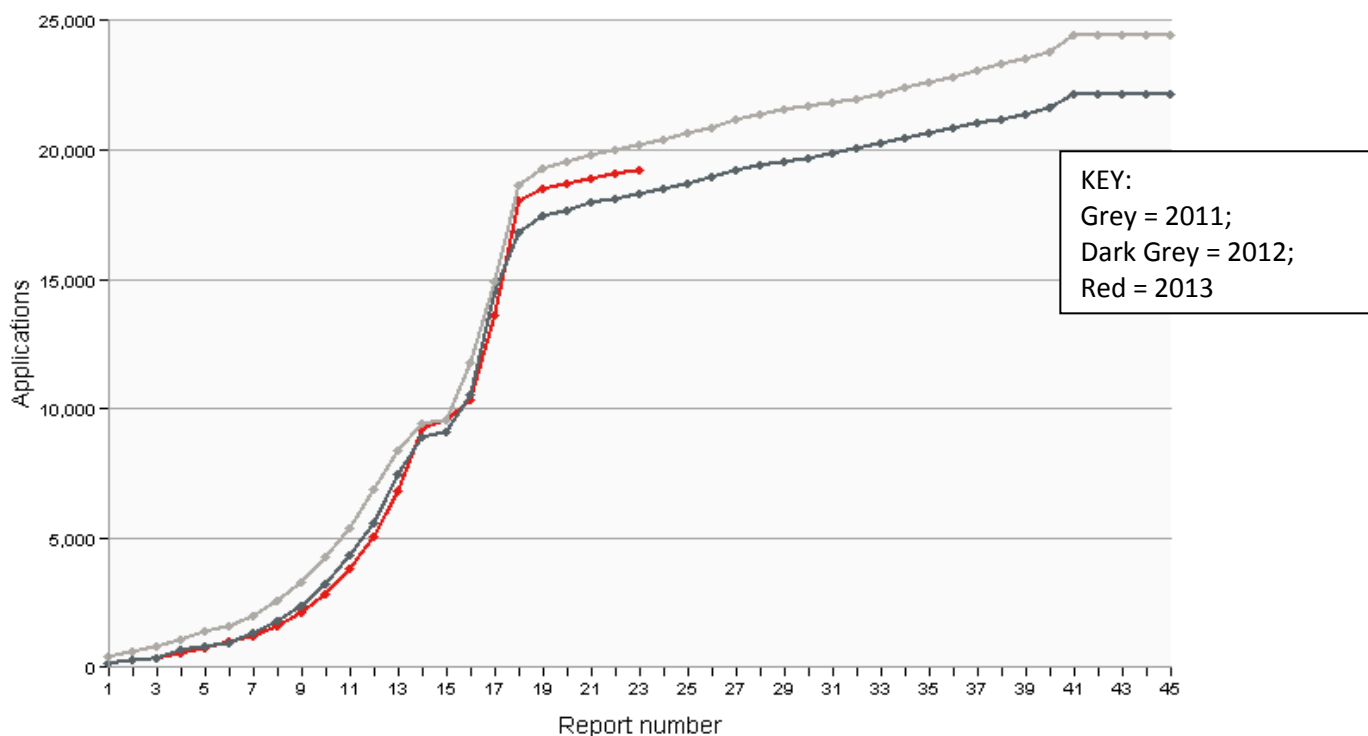
Undergraduate Full time Recruitment: 2013/14

LSBU is tracking ahead of 2012/13 and ahead of the national trend and the competitive group, although recruitment to the sector and LSBU remains down compared to 2011/12.

	2011	2012	2013	% Change 2011/2013	% Change 2012/2013
LSBU Applications	20,183	18,306	19,225	-4.75%	5.02%
UCAS Applications (Nationally)	2,638,369	2,455,830	2,517,239	-4.59%	2.50%
Competitor Applications	149,736	135,605	129,720	-13.37%	-4.34%

UCAS Application Tracker for 2013/14 as at 27.02.13

Application Chart (from UCAS Application Tracker)



Within subject areas, there has been a significant improvement in Law, up 20% from last year and close to 2011/12 performance. This may be due to a targeted marketing campaign, and the launch of differentiated programme titles. Psychology, applied science and allied health are also tracking ahead of 2011 as well as 2012. Of concern are Arts and media, Social Science, Business studies, the Built Environment, Urban engineering and Social Care, which are tracking below both cycles

Faculties - Applications	LAST YEAR TO DATE (LYTD)			2013 Apps	% - (2012/2013)
	2011 Apps	2012 Apps	% - (2011/2012)		
Arts and Media	747	624	-16.47%	540	-13.46%
Culture, Writing and Performance	1074	912	-15.08%	1032	13.16%
Education	82	82	0.00%	73	-10.98%
Law	757	625	-17.44%	751	20.16%
Psychology	819	721	-11.97%	851	18.03%
Social Science	811	633	-21.95%	602	-4.90%
Urban, Environment and Leisure Studies	249	241	-3.21%	286	18.67%
Faculty AHS Total	4539	3838	-15.44%	4135	7.74%
Accounting and Finance	630	527	-16.35%	625	18.60%
Business Studies	1496	1059	-29.21%	991	-6.42%
Informatics	574	487	-15.16%	514	5.54%
National Bakery School	20	36	80.00%	57	58.33%
Faculty BUS Total	2720	2109	-22.46%	2187	3.70%
Applied Science	891	823	-7.63%	1031	25.27%
The Built Environment	804	660	-17.91%	642	-2.73%
Engineering and Design	720	560	-22.22%	622	11.07%
Urban Engineering	294	299	1.70%	263	-12.04%
Faculty ESBE Total	2709	2342	-13.55%	2558	9.22%
Adult Nursing and Midwifery	4086	4704	15.12%	4936	4.93%
Allied Health Professionals	1513	1539	1.72%	1742	13.19%
Childrens Nursing	1910	1231	-35.55%	1397	13.48%
Mental Health and Learning Disabilities	1332	1046	-21.47%	1072	2.49%
Primary and Social Care	2040	1509	-26.03%	1198	-20.61%
Faculty HSC Total	10881	10029	-7.83%	10345	3.15%
University	20849	18318	-12.14%	19225	4.95%
University (excluding HSC)	9968	8289	-16.84%	8880	7.13%

UCAS Application Tracker for 2013/14 as at 25.02.13

Domicile Break Down

It is encouraging to note the strong improvement in EU applications, albeit from a small base. This follows the decision to actively promote in the EU from April, 2012

	2011	2012	2013	% Change 2011/2013	% Change 2012/2013
UK Applicants	18,796	17,138	17,766	-5.48%	3.66%
EU Applicants	861	673	898	4.30%	33.43%

Offers and Acceptances All Programme Areas: Performance to date, Semester 1 (2013/14) as at 25th February 2013 Home and the EU

It is very early in the cycle, but so far there is a good increase in firm acceptances in all areas apart from Post graduate part-time.

Level	Firms (UF and CF) - CYTD	Firms (UF and CF) - LYTD	% Change	Offers (UO and CO) - CYTD	Offers (UO and CO) - LYTD	% Change	Total Applications (CYTD)	Total Applications (LYTD)	% Change
UNDERGRADUATE (FULL-TIME - SNC Only)	290	183	58.47 %	6,113	5,442	12.33 %	9,330	8,587	8.65%
UNDERGRADUATE (PART-TIME)	40	33	21.21 %	38	54	- 29.63 %	186	193	-3.63%
POSTGRADUATE (FULL-TIME)	174	141	23.40 %	128	102	25.49 %	2,146	1,483	44.71%
POSTGRADUATE (PART-TIME)	55	62	- 11.29 %	14	22	- 36.36 %	150	157	-4.46%

Ongoing Action plan – all programmes

Conversion is a top priority, and a major programme is ongoing:

- “head start” events for undergraduate applicants to come and visit the university
- Student contact centre live from February, to engage personally with those with offers
- Personalised approach for all post graduate offer holders, including dedicated resource in the business faculty to build a rapport with individuals

In addition:

- Focused campaign work on specific programmes that the faculties have identified as areas of importance – this is across the full advertising mix
- The EU programme is on-going following the first agent event conducted late in 2012. Market focus includes France, Germany, Italy, Spain, Sweden, Denmark, Romania, Bulgaria, Cyprus and Greece
- Employer sponsor contact and follow up is being conducted systematically by the Faculty and / or central team, focusing on part-time students. A university-wide strategy is being prepared to ensure a fully coordinated approach is maintained and supported
- The “keep warm” programme is ongoing, and includes telephone contact with all students potentially eligible for the scholarship programme
- There is a special breakfast meeting with college principals focusing on Access students
- A Clearing Steering Group has been created and lead by the Marketing and Student Recruitment team, to ensure that early preparation for this significant recruitment period is exploited
- A project group is working to introduce a new suite of programmes for Semester 2 entry, which will also serve international students
- 2014/15 application pool development has started

International: All Programme Areas: Performance to date, Semester 1 (2013/14) (as at 27 February 2012)

It is very early in the cycle, but results from acceptances are up 36% with a particularly strong performance in Postgraduates and offers by 39%. Total applications have increased from 1353 to 1828 (+35%).

Level	Firms (CYTD)	Firms (LYTD)	% change	Offers (UO & CO) CYTD	Offers (UO & CO) LYTD	% change
LSBU Total	290	214	36	705	509	39
UG	28	28	0	438	298	47
PG	258	185	39	267	210	27

In addition to the extensive visit plan to market in the next few months to support current feeders and agents, and on-going marketing campaign, the following actions are being undertaken:

- Dedicated marketing officer in place for international , with particular focus on social media
- New markets have opened up and are being exploited for sponsored students in Qatar and Brazil.
- More market presence in both China and India from Q1
- Expanding the agent network to increase avenues of application generation from Q1.
- Expansion of engagement with North America
- Increased offering for Semester 2
- Further tailoring of portfolio to match market feedback
- Increased personal engagement with students who have offers, both in market and online, to improve conversion
- LSBU has also just received excellent feedback from the international students satisfaction survey (“I Grad”). This survey was conducted before the Student Centre was opened but following implementation of a cross-university improvement plan. LSBU is first for the overall arrival experience and top 20% for satisfaction with applications to offer. 90% of students are satisfied overall with LSBU (91% postgraduate and 88% undergraduate). There is a substantial improvement across almost all parameters compared to last year, although still below benchmark on active recommendation to apply.
- The team is working to further improve areas of relative weakness such as opening a bank account and accommodation condition and it is expected that the weak performance of the Students Union (bottom in all competitive groups) will improve following the recent changes in governance

Actual Students by Tier One Colleges - 3 Year Application to Enrolment Comparison

Borough	School or College	# 16-18 yo	Applications to LSBU				Actual Enrolments to LSBU				Conversion of Application to Enrolments			
			2009/10	2010/11	2011/12	2012/13	2009/10	2010/11	2011/12	2012/13	2009/10	2010/11	2011/12	2012/13
Wandsworth	South Thames College	-	186	177	256	492	14	38	16	62	7.53%	21.47%	6.25%	12.60%
Islington	City & Islington sixth form	3954	87	74	82	280	9	22	25	44	10.34%	29.73%	30.49%	15.71%
Lambeth	Lambeth College	1787	161	236	294	284	27	38	36	44	16.77%	16.10%	12.24%	15.49%
Barking and Dagenham	Barking and Dagenham College	2794	-	-	124	246	5	12	28	42	-	-	22.58%	17.07%
Croydon	Croydon College	2653	207	171	258	361	27	36	22	40	13.04%	21.05%	8.53%	11.08%
Newham	Newham Sixth Form College (New Vic)	2599	217	289	325	311	9	13	13	40	4.15%	4.50%	4.00%	12.86%
Newham	Newham College of Further Education	1215	262	306	308	270	7	24	20	37	2.67%	7.84%	6.49%	13.70%
Westminster	City of Westminster College	2254	114	145	110	118	3	28	31	33	2.63%	19.31%	28.18%	27.97%
Richmond upon Thames	Richmond upon Thames College	4172	111	100	101	106	9	20	8	33	8.11%	20.00%	7.92%	31.13%
Waltham Forest	Waltham Forest College	1496	188	166	186	211	12	18	10	31	6.38%	10.84%	5.38%	14.69%
Waltham Forest	Leyton VI Form College, London	1882	111	94	93	113	5	19	10	30	4.50%	20.21%	10.75%	26.55%
Southwark	Southwark College	914	187	162	183	216	24	30	16	28	12.83%	18.52%	8.74%	12.96%
Tower Hamlets	Tower Hamlets College	1796	127	103	221	229	9	21	11	28	7.09%	20.39%	4.98%	12.23%
Westminster	Westminster Kingsway College, London	2053	197	195	199	225	5	29	17	28	2.54%	14.87%	8.54%	12.44%
Greenwich	Greenwich Community College	-	181	195	190	225	5	11	10	27	2.76%	5.64%	5.26%	12.00%
Bromley	Bromley College of Further & Higher Education	1816	107	167	109	182	4	23	16	26	3.74%	13.77%	14.68%	14.29%
Redbridge	Redbridge College	1374	68	88	104	132	5	3	4	25	7.35%	3.41%	3.85%	18.94%
Bexley	Bexley College	969	80	139	144	230	2	13	5	23	2.50%	9.35%	3.47%	10.00%
Lewisham	Lewisham College	2229	178	163	111	155	11	13	20	23	6.18%	7.98%	18.02%	14.84%
Hackney	BSix Brooke House Sixth Form College	1186	58	70	81	116	2	15	6	22	3.45%	21.43%	7.41%	18.97%
Lambeth	Morley College	-	61	74	64	104	1	0	3	19	1.64%	0.00%	4.69%	18.27%
Croydon	Coulsdon College	1198	48	42	46	55	1	13	3	18	2.08%	30.95%	6.52%	32.73%
Hackney	Hackney Community College	1253	154	116	96	106	11	13	18	16	7.14%	11.21%	18.75%	15.09%
Havering	Havering VI Form College	2346	65	69	59	68	1	7	13	16	1.54%	10.14%	22.03%	23.53%
Kensington and Chelsea	Kensington and Chelsea College	-	68	94	113	112	5	9	2	14	7.35%	9.57%	1.77%	12.50%
Kingston upon Thames	Kingston College	3016	109	107	131	180	10	15	7	11	9.17%	14.02%	5.34%	6.11%
Havering	Havering College of Further & Higher Education	3267	64	78	97	111	2	11	17	9	3.13%	14.10%	17.53%	8.11%
Lewisham	Christ the King Sixth Form College	1960	54	43	69	66	2	8	6	6	3.70%	18.60%	8.70%	9.09%
Croydon	Harris Academy 6th Form Consortium	650	5	13	27	65	0	6	1	6	0.00%	46.15%	3.70%	9.23%
Wandsworth	St Francis Xavier 6th Form College	1319	31	22	37	32	6	11	4	6	19.35%	50.00%	10.81%	18.75%
Lewisham	Crossways Academy	599	-	-	24	31	3	7	3	3	-	-	12.50%	9.68%
			3486	3698	4242	5432	236	526	401	790	6.77%	14.22%	9.45%	14.54%
Percentage Increase Year on Year				5.73%	12.82%	21.91%		55.13%	-31.17%	49.24%		52.40%	-50.47%	35.00%

	PAPER NO: PR.03(13)	
Board/Committee:	Policy and Resources Committee	
Date:	12 March 2013	
Paper title:	5 Year forecasts	
Author:	Richard Flatman – Executive Director of Finance	
Executive sponsor:	Richard Flatman – Executive Director of Finance	
Recommendation by the Executive:	The Executive recommends that Policy and Resources Committee note the position as reported and recommend approval to the Board.	
Aspect of the Corporate Plan to which this will help deliver?	Financial sustainability.	
Matter previously considered by:	Annually Executive	By P&R/Board 14 February 2013
Further approval required?	N/A	
Communications – who should be made aware of the decision?	HEFCE All staff	

Executive summary

See attached forecasts.

For long term financial sustainability the target level annual surplus should continue to be 5%. The “target case” demonstrates a clear path to financial sustainability for LSBU and assumes;

- growth in SNC to 2,750 compared with the reduced level of 2,500 in 2012/13
- year 1 progression rising from 61% to 65% over the planning cycle
- £1m cost saving in 2013/14

- a move to a fee of £9,000 in 2014/15 with fee inflation from 2015/16 onward
- additional contribution from new income rising to £3.2m pa by 2017/18 based on contribution of 20% on new income of £16m
- 5 year capex investment of £110m.

A range of surplus and cashflow scenarios over the 5 years are included in the forecasts. The resulting forecast surplus in 2017/18 in the target case would be £5.7m (3.4%) and the cash balances are forecast not to fall below the previously agreed minimum level of £20m throughout the planning cycle. Furthermore, LSBU's loan facilities are not planned to increase.

The assumptions have been reviewed and approved as realistic/achievable by the Executive although it should be noted that achieving the forecasts requires delivering agreed targets as set out in the assumptions underpinning the model. As noted in the presentation, there are risks associated with these. However, the financial model assumes increased investment which therefore provides some flexibility in terms of delivery and our ability to manage our way through what is a period of continued financial uncertainty.

Policy and Resources Committee is asked to recommend to Board approval of the attached forecasts.

Attached: 5YR forecast presentation

London South Bank
University

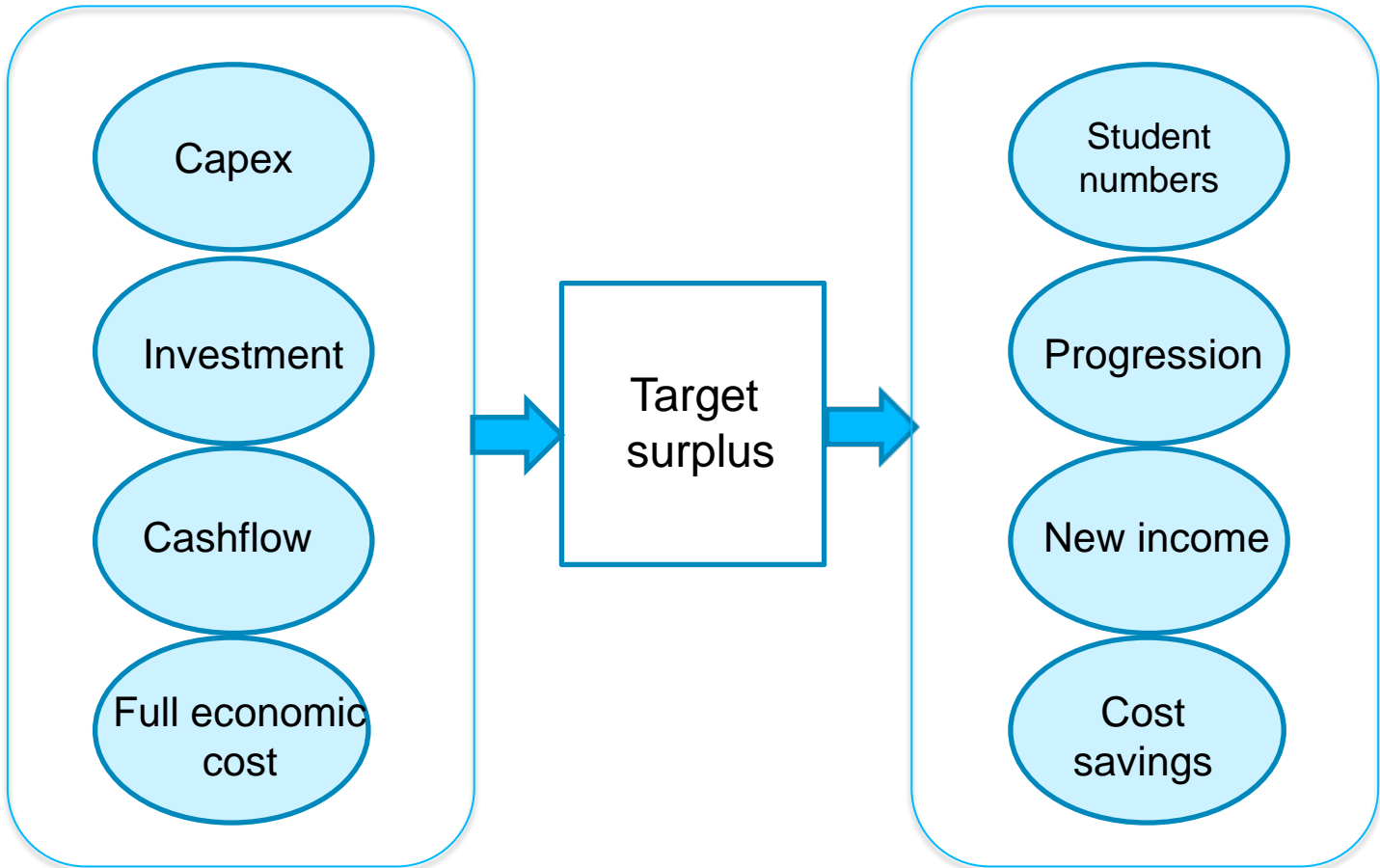
5 Year Financial Forecast

March 2013



the brighter choice

Key considerations



Full economic cost

		2010/11	2011/12
		£m	£m
Income		144.9	138.2
Expenditure		135.0	131.7
Surplus		9.9	6.5
Impairment		0.0	2.9
Adjusted surplus		9.9	9.4
Target return			
Assets		3.7	4.0
Expenditure		3.8	3.8
		7.5	7.8
Infrastructure adjustment		3.3	3.1
Total expected return		10.8	10.9
Sustainability gap		0.9	1.5
Target %		7.45%	7.89%

- Surplus in past 2 years 7%
- FEC methodology indicates surplus target of 7%+ for sustainability
- FEC requirement broadly consistent with cash generation requirement (6.3%) for sustainable investment/liquidity

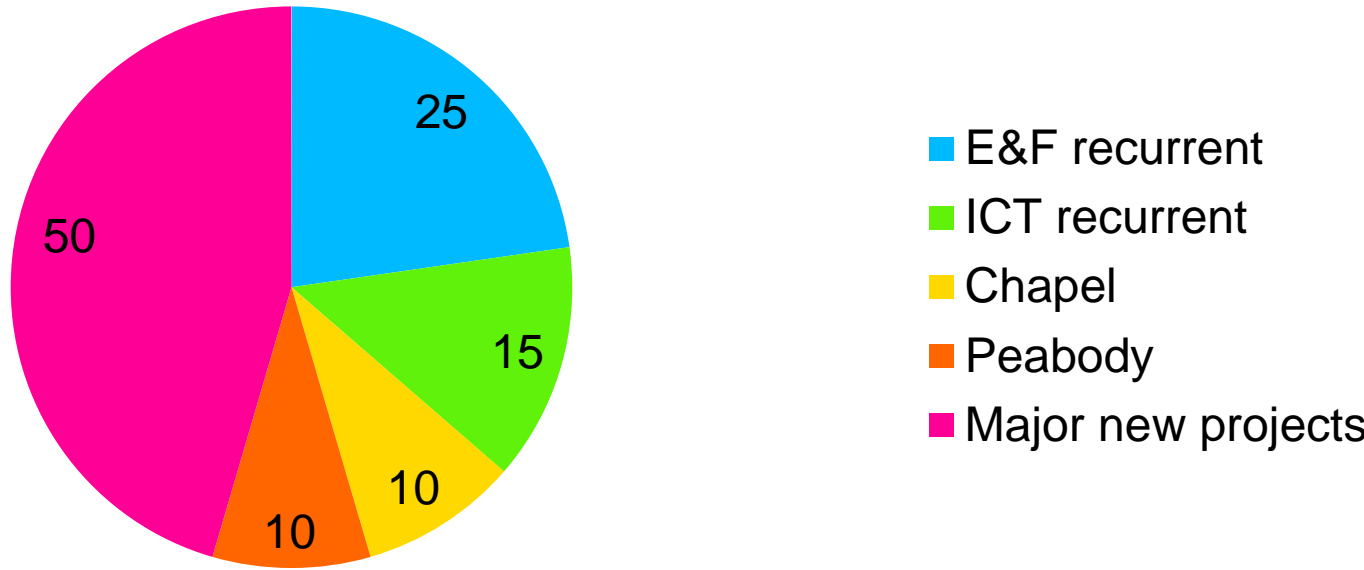
Historical cost surplus

		2012/13	2011/12	2010/11	2009/10
		forecast	actual	actual	actual
		%	%	%	%
Sector		1.4	4.3	5.7	3.6
LSBU		2.5	7.4*	7.4	4.9

* Before impairment £3m

Potential capex over planning period

Capital expenditure (£m)

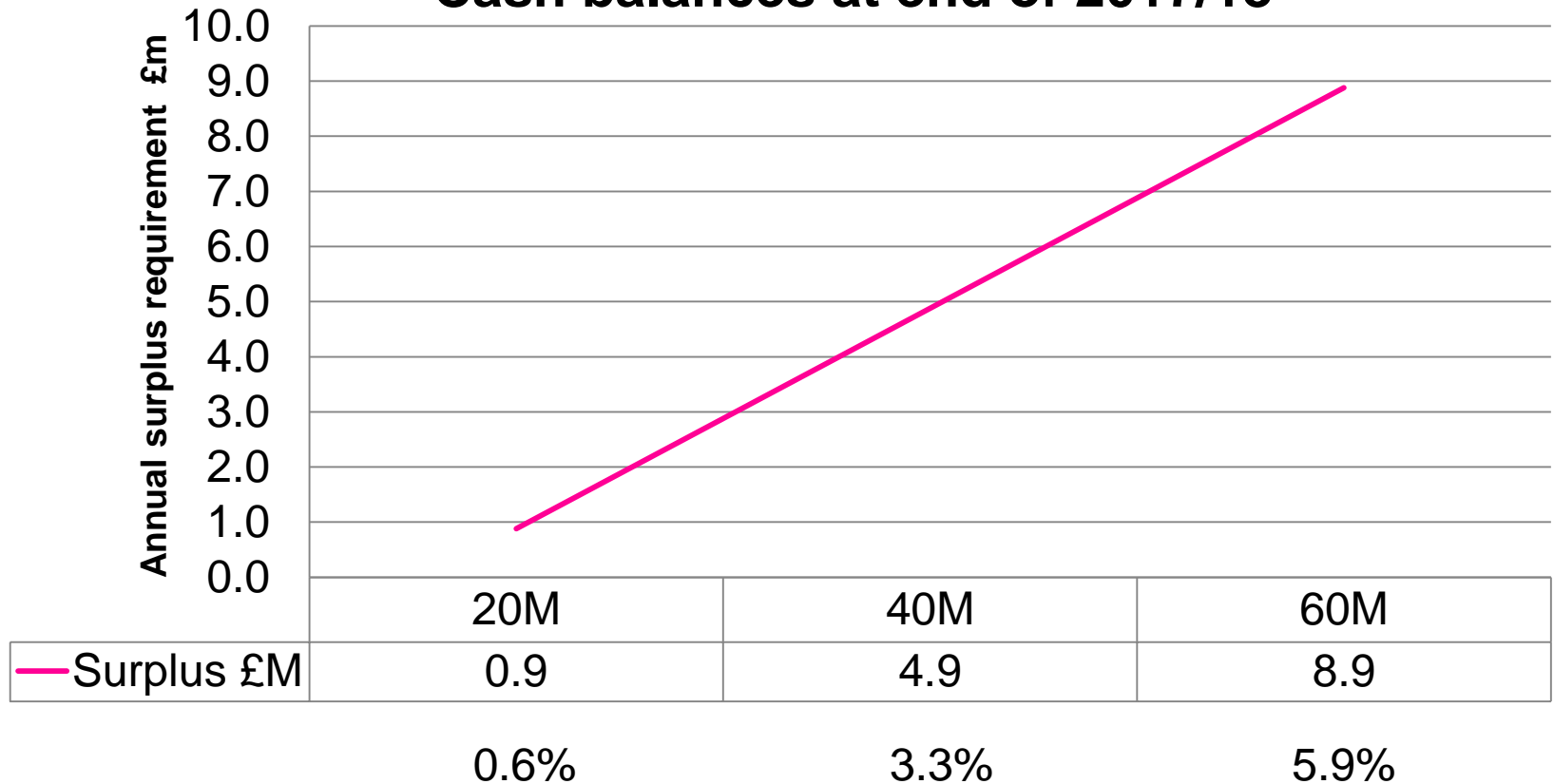


Target investment £110m over 5 year planning cycle compared with average annual spend of £16.8m over last 5 years

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Surplus required to fund £110m investment

Cash balances at end of 2017/18

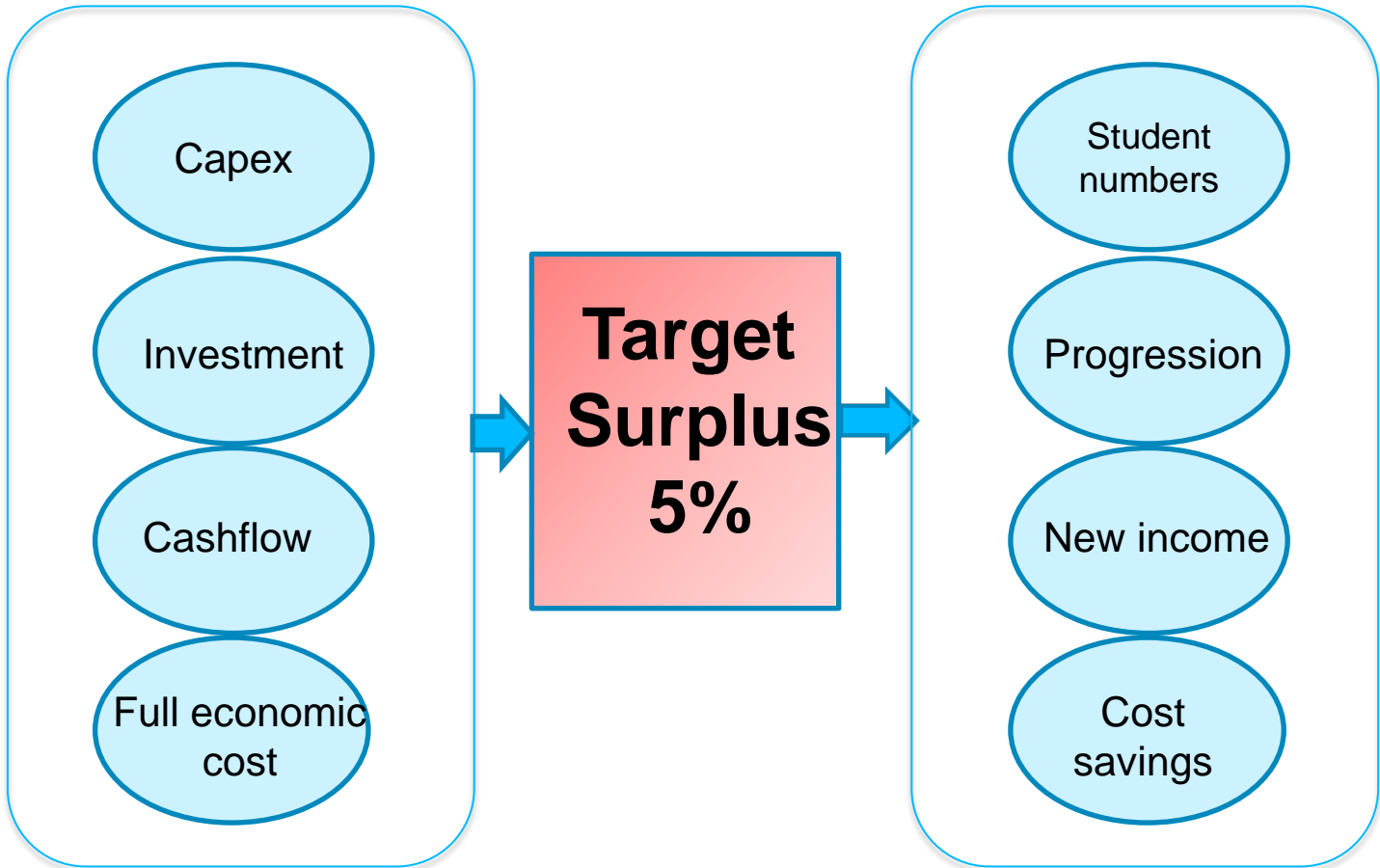


Assuming investment of £110m over 5 years to 31 July 2018
and opening 2013/14 balance of £63M and £63M non cash charges over 5 years.

To be cash neutral an average of 6.3% is required

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Key considerations



Base Case - Key assumptions

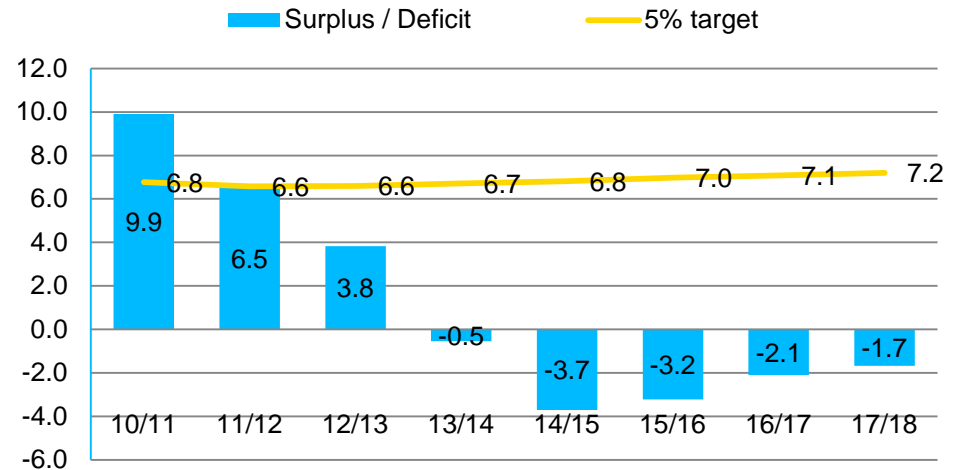
	Key assumption																																																	
Surplus as % of income	5%																																																	
Funding Council Grant	<ul style="list-style-type: none"> ❑ SNC (including AAB+ and margin places) remains stable at current level of 2,500 ❑ HEFCE funding has decreased to £29m in 12/13 and is projected to decrease further to £13.3m by 15/16; a decrease of 69% compared to 10/11. ❑ The Core HEFCE Teaching grant decreases by 92% to £3.3m by 15/16 as previously reported; ❑ Other HEFCE Teaching grants are projected to increase from £8.4m in 11/12 to £9.9 in 17/18 mainly due to the London Allocation. ❑ HEFCE QR and HEIF funding remains relatively stable at £1.8m and £0.8m respectively, ❑ Teaching Agency grants decrease from £2m in 11/12 to £0.5m in 17/18; partly offset by std fees at £9k p/a p/std ❑ Capital grant funding decreases by £0.5m to £1m p/a in 17/18 																																																	
Academic Fee income	<p>❑ Fees for cohorts starting in 12/13 and 13/14 have been held at £8,450 and assume no inflation increase during the life of the course. Fees for new cohorts have been set at £9,000 from 2014/15. Inflation has been applied post 2015/16. The table below sets out the assumed fee per student by cohort per year :</p> <table border="1"> <thead> <tr> <th>FEE / Student in £</th> <th>2012/13</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> <th>2017/18</th> </tr> </thead> <tbody> <tr> <td>2012 Cohort</td> <td>£8,450</td> <td>£8,450</td> <td>£8,450</td> <td>£8,450</td> <td></td> <td></td> </tr> <tr> <td>2013 Cohort</td> <td></td> <td>£8,450</td> <td>£8,450</td> <td>£8,450</td> <td>£8,450</td> <td></td> </tr> <tr> <td>2014 Cohort</td> <td></td> <td></td> <td>£9,000</td> <td>£9,000</td> <td>£9,000</td> <td>£9,000</td> </tr> <tr> <td>2015 Cohort</td> <td></td> <td></td> <td></td> <td>£9,270</td> <td>£9,270</td> <td>£9,270</td> </tr> <tr> <td>2016 Cohort</td> <td></td> <td></td> <td></td> <td></td> <td>£9,550</td> <td>£9,550</td> </tr> <tr> <td>2017 Cohort</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>£9,840</td> </tr> </tbody> </table> <ul style="list-style-type: none"> ❑ Income projections have been shown net of fee waivers and bursary costs are modelled to phase out as current cohorts complete their studies. ❑ Fee waivers have been modelled to achieve a net UGFT student fee <£7,500 for 2012 Cohort. The average fee increases to £9,000 for the 2014 Cohort and discretionary fee waivers are stopped. ❑ NHS Contract income increases by £0.3m to £27.6m in 12/13, but then falls to a new normal of £24.2m by 14/15 in line with forecasts provided by the faculty. ❑ No growth in PG or UGPT for 13/14. It has been assumed that income increases by 3% per year thereafter. ❑ International income target for 2013/14 is £9.2m compared to £8.9m in 12/13 FYF. It has been assumed that income increases by 3% per year thereafter. ❑ Student Progression 1st year to 2nd year is modelled at 59%, year 2 onwards at 80% 	FEE / Student in £	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012 Cohort	£8,450	£8,450	£8,450	£8,450			2013 Cohort		£8,450	£8,450	£8,450	£8,450		2014 Cohort			£9,000	£9,000	£9,000	£9,000	2015 Cohort				£9,270	£9,270	£9,270	2016 Cohort					£9,550	£9,550	2017 Cohort						£9,840
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Base Case - Key assumptions

	Key assumption
Costs	<ul style="list-style-type: none">❑ Staff costs increase year-on-year by 2.5%: 1.5% for increments and 1% pay award❑ Bursary costs and Fee Waivers peak at £3.8M in 2013 / 14 and fall to a new normal of 2.3M per year❑ Inflation on OPEX 3%❑ Estate costs have increased mainly as a result of the new Student centre £0.5m in 12/13, Enterprise centre £0.7m in 13/14 partly offset by savings related to the termination of the Eileen house lease £0.9m.❑ Depreciation reduces from £8.2m in 12/13 to £7.9m in 17/18; being the net impact of depreciation of both new investments and existing assets phasing out.❑ Investment fund in 12/13 is £2.0m but normalises to £1.5m from 14/15 onward. This includes £0.5m specifically aimed at improving retention.❑ Provisions for restructuring reduce from £2.3m in 11/12 to £1.5m going forward.❑ Interest decreases from £5.0m in 12/13 to £4.6m in 17/18 as a result of the change in pension interest from RPI to CPI❑ No other cost efficiencies have been assumed in the base case❑ Total CapEx for the period at £29M based on historic recurrent spend.

Base case summary

Feb 2013: Projected Surplus with 2,500 SNC @ 59%



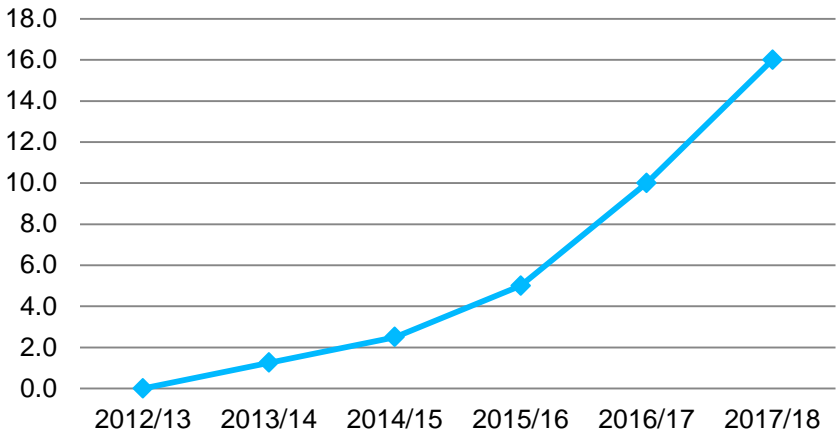
- The previous base case 5 Year forecast, as reported to the Board of Governors in May 2012 assumed an ongoing UG intake target of 3,100 SNC and a projected surplus of £6.6M in 2012/13 and £6.8M in 2013/14.
- 2012/13 UG recruitment was lower than target at 2,500 SNC. The result is a deterioration in profitability of £2.8M in 2012/13 with a reforecast surplus of £3.8M.
- The further £4.0M deterioration in 2013/14 is due to £6.5M grant reduction offset by £4.7 increased UG fees, a £1.7M HSC income reduction offset by increased £1.5M in other activity and a cost increase of £2.0M
- If we assume that 2,500 is the new normal UG intake recruitment, LSBU would deliver an average deficit of £2.2M over the life of the forecast with a reduced Cap Ex spend of £29M but assuming no further action (and assuming progression from Year 1 to Year 2 continues at an average rate of 59%)
- The gap between target profitability of 5% and forecast surplus is approximately £46M over the life of this forecast or £9.2M per year.

Key Areas of Focus

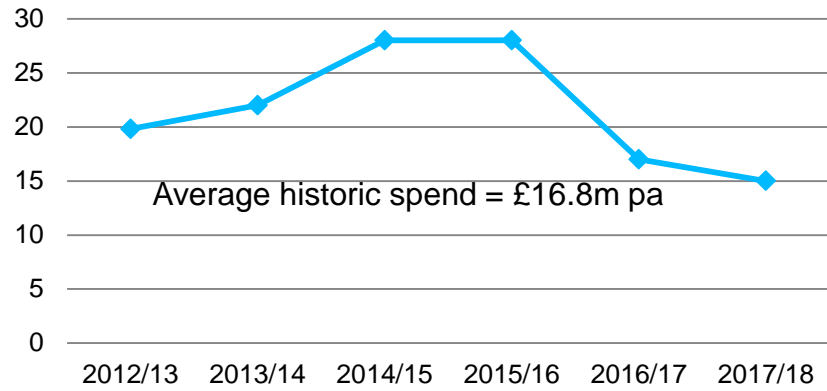
- Short term alignment of LSBU cost base with reduced student numbers
- Improving Progression
- Developing a clear plan for growth in student numbers
- Invest as necessary to deliver required outcomes
- Increasing Overseas Student Income
- Generating profitable Enterprise activities

Target case assumptions

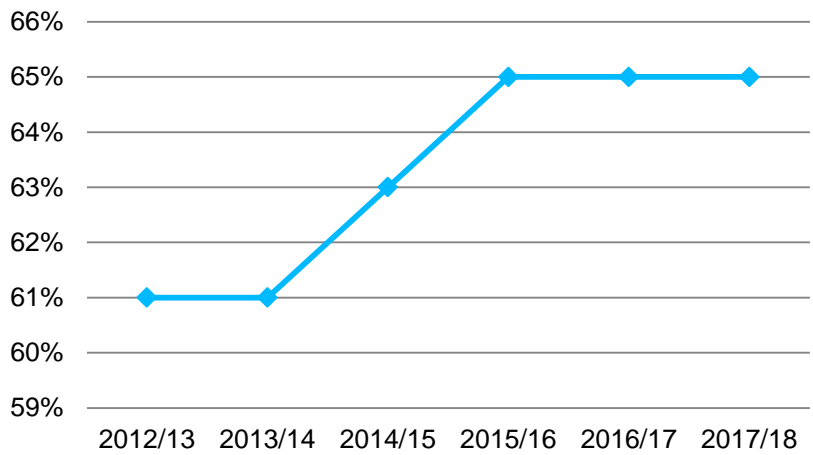
Scenario A new Income £m



Capital Investment £m

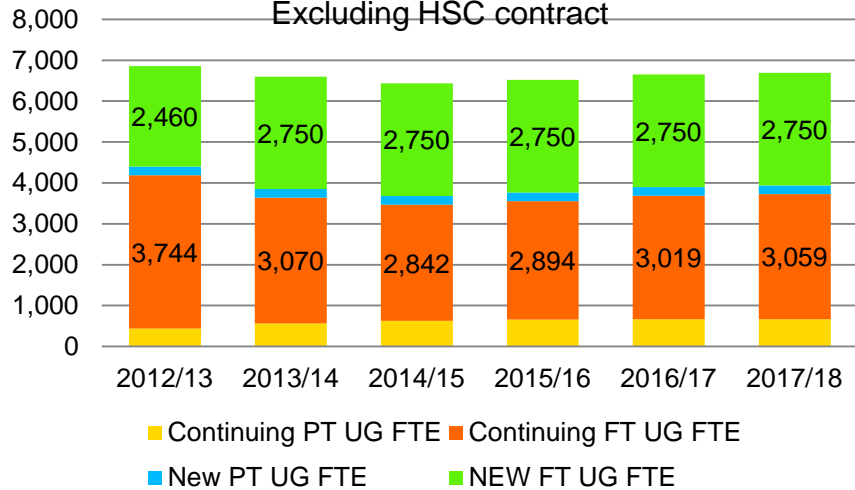


UG Progression



Undergraduate FTE

Excluding HSC contract



Student numbers

- SNC allocation 2,895
- Base case and current SNC numbers 2,500
- Steady state target 2,750
- SNC unlikely to be removed but could be more liberalisation. Anything below BBB is akin to full liberalisation
- BIS financial model assumes higher student numbers but reducing unit cost
- Focus likely to be on maintenance grants – converting grants to loans
- Acceptance that little price sensitivity
- Continued focus on postgraduate

Progression

Full Time Undergraduate 1st year 2012 to 2nd year 2013 progression is estimated at

- AHS @ 67%
- BUS @ 61%
- ESBE @ 55%
- HSC @ 58%
- LSBU Average @ 61%

Income scenarios and impact on contribution:

Income	Additional income £m in 17/18			
	Frctst 12/13	Scenario A	Scenario B	Scenario C
Home/EU PG	£5.1m	4.0	5.0	6.0
International income	£8.9m	6.0	8.0	10.0
Enterprise income	£7.6m	6.0	8.0	10.0
Total additional income		16.0	21.0	26.0

Contribution*	Additional contribution £m in 17/18			
	Contribution %	Scenario A	Scenario B	Scenario C
Home/EU PG	40%	1.6	2.0	2.4
International income	35%	2.1	2.8	3.5
Enterprise income	20%	1.2	1.6	2.0
Total additional contribution		4.9	6.4	7.9

Surplus	Assumed additional surplus @20%			
		Scenario A	Scenario B	Scenario C
on all activity after allowing for overhead		3.2	4.2	5.2

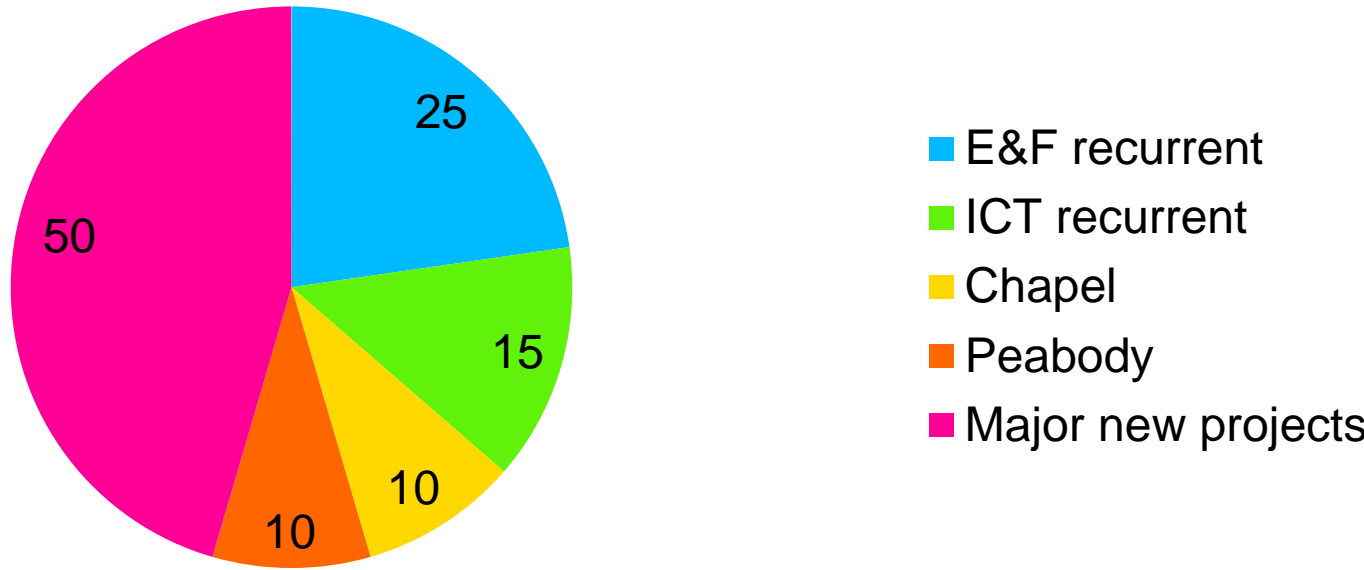
	Revised forecast if income targets achieved			
		Scenario A	Scenario B	Scenario C
1) Base case = 2,500 SNC, 59% progression, £29M Cap Ex		1.5	2.5	3.5
2) Base Stretch = 2,500 SNC, up to 65% progression, £29M Cap Ex		3.7	4.7	5.7
3) Possible case = 2,750 SNC, 59% progression, £29M Cap Ex		6.9	7.9	8.9
4) Target = 2,750 SNC rising to 65% progression, £110M Cap Ex, £1m cost savings		5.7	6.7	7.7
5) Cautious Target = 2,750 SNC rising to 65% progression, £84M Cap Ex, £1m cost savings		7.5	8.5	9.5

Surplus as % of income				
		Scenario A	Scenario B	Scenario C
1) Base case = 2,500 SNC, 59% progression, £29M Cap Ex		1.0%	1.5%	2.1%
2) Base Stretch = 2,500 SNC, up to 65% progression, £29M Cap Ex		2.4%	2.9%	3.4%
3) Possible case = 2,750 SNC, 59% progression, £29M Cap Ex		4.2%	4.7%	5.1%
4) Target = 2,750 SNC rising to 65% progression, £110M Cap Ex, £1m cost savings		3.5%	3.9%	4.4%
5) Cautious Target = 2,750 SNC rising to 65% progression, £84M Cap Ex, £1m cost savings		4.5%	5.0%	5.4%

*Contribution % are a best estimate

Potential capex over planning period

Capital expenditure (£m)

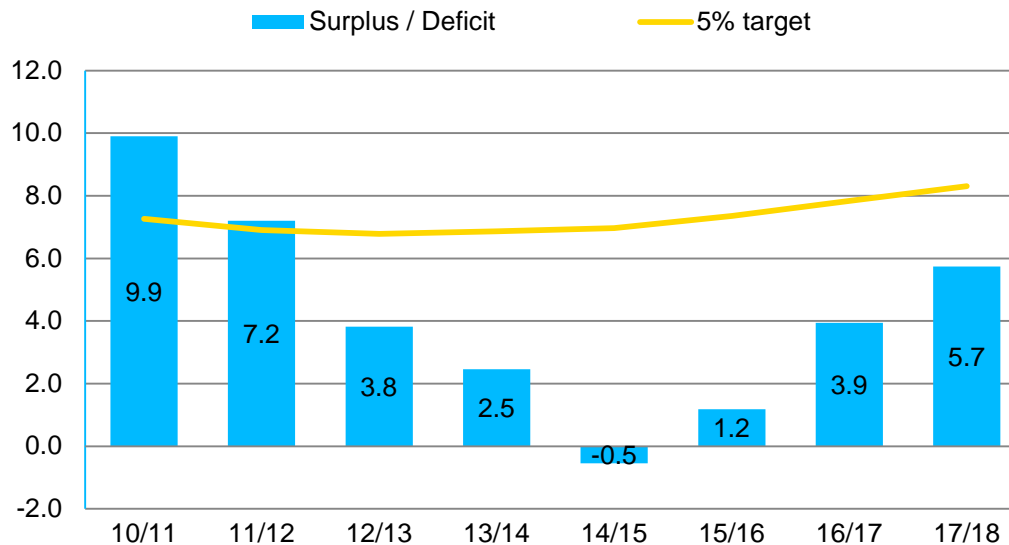


Target investment £110m over 5 year planning cycle compared with average annual spend of £16.8m over last 5 years

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Target case

Projected Surplus for target case



In the target case:

- LSBU will deliver an average annual surplus of £2.6M, (1.5%)
- 2017/18 surplus is £5.7m (3.4%)

Key differences to the base case

SNC growth to 2,750 (base case = 2,500)

• Progression rises to 65% (base case = 59%)

• Cap Ex = £110M (base case = £29M), Dep'n = £52M (base case = £41M)

• Income as Scenario A, phased over 5 year period with 20% contribution (base case no additional income)

• **Cost savings of £1M in 13/14 (assumed structural and roll forward)**

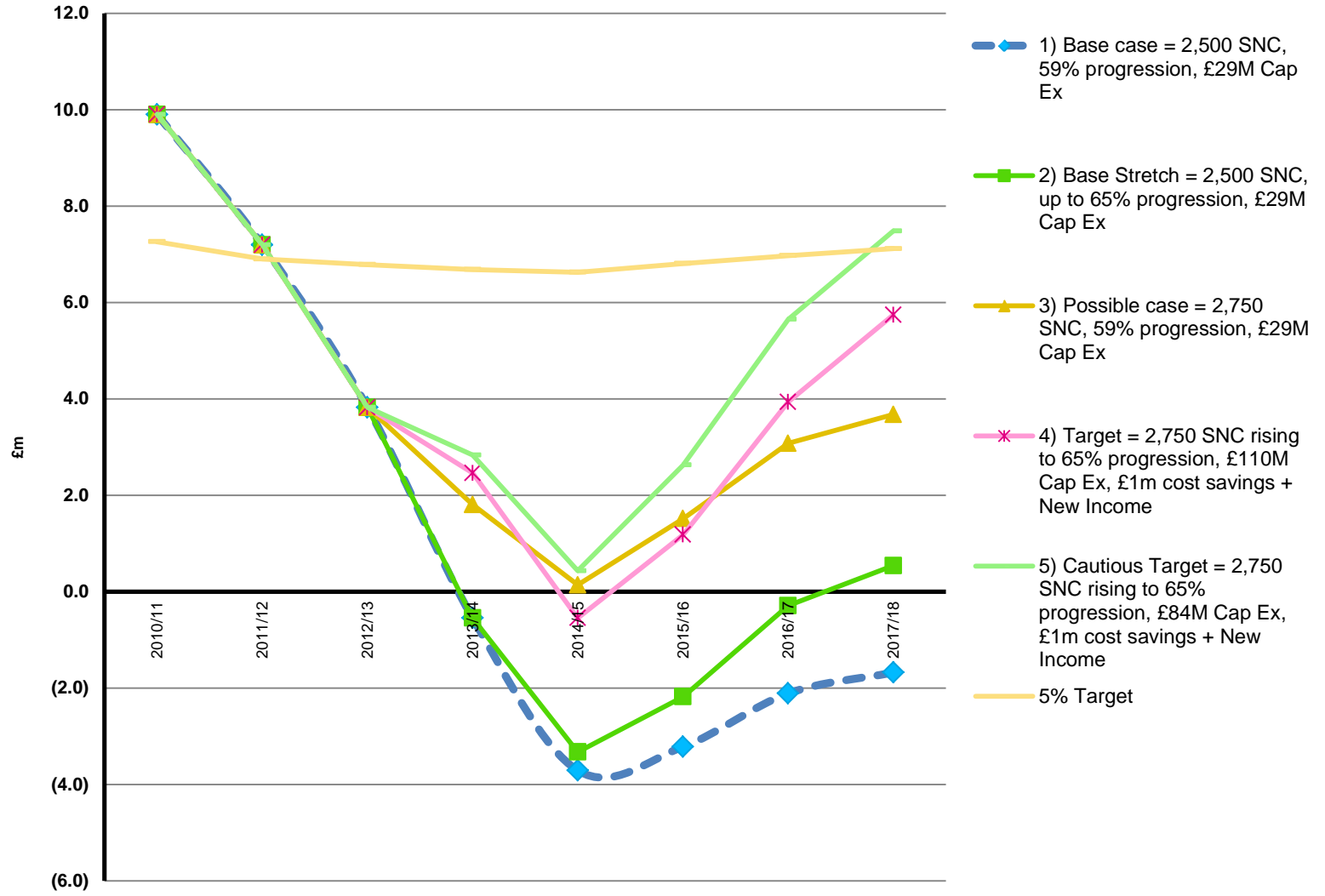
• **Increased Bursaries of £1M pa from 14/15**

Target case profile

The U shaped profile is driven by the following factors:

- Principally by student numbers. We lose student FTEs in the next 2 years because of bulge in current YR2 and YR3 numbers
- This is compounded by current cohort of 2500FTE working way through system at fee of £7,450
- Continued decline in HEFCE funding
- HSC income reduces over the next 2 years but associated staffing reductions do not begin until 2016/17
- We do not benefit from the new regime until 2015/16. By then we have 3 cohorts of 2750, 2 of which are paying £9k in fees
- From 2016/17 the contribution from new enterprise income helps drive profitability back up

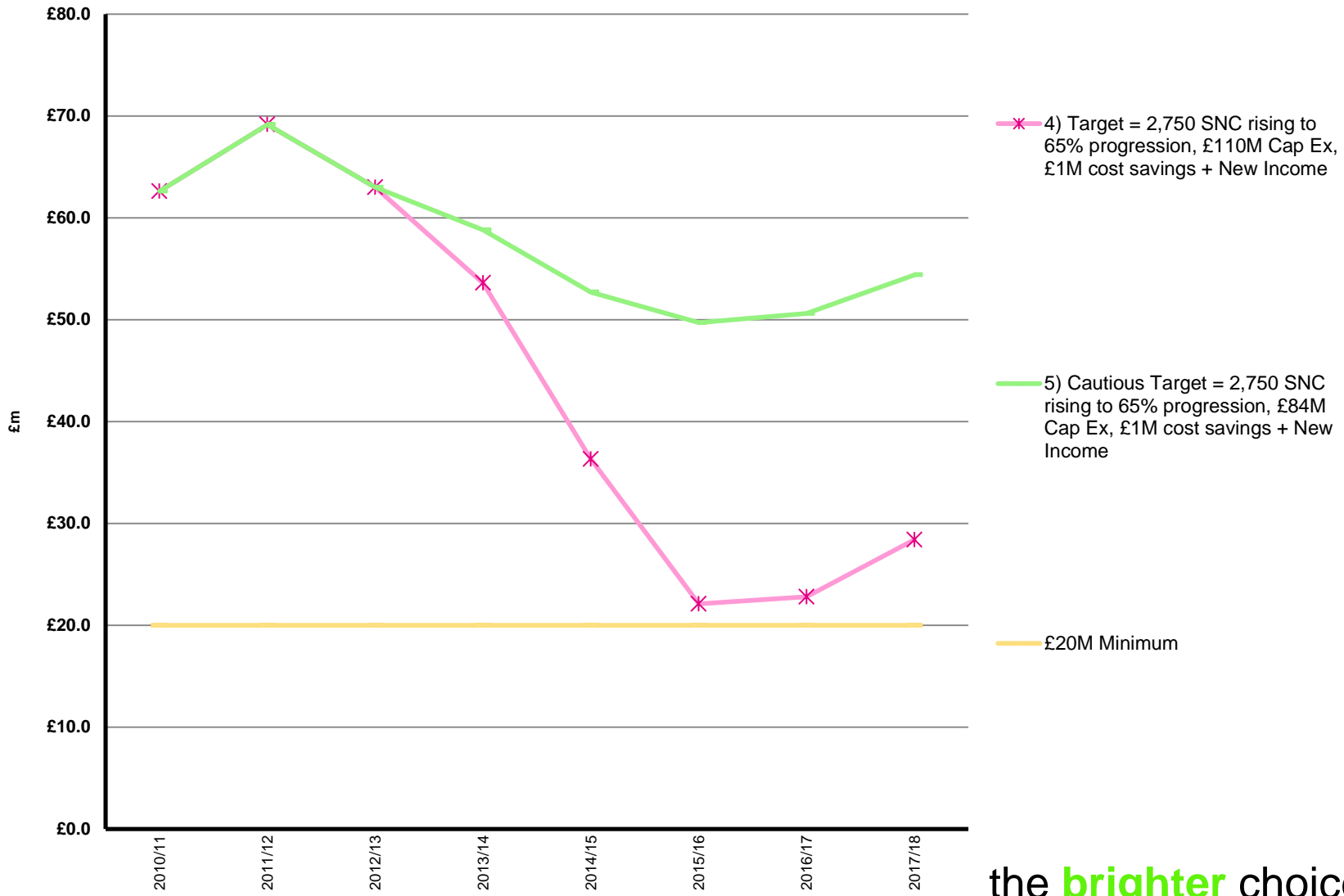
Scenario Analysis (surplus)



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Scenario Analysis (cash at bank)



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Risks, uncertainties & impact

- Continuation of HEFCE funding remains a risk in particular for PG taught provision, London allocation, WP and TESS for which funding totals £9.9m p/a.
- Maintaining current SNC at 2,500 students. The impact on income of every 100 students is £1.9m over a 3 YR period.
- Student Progression varies significantly by faculty. 1st year to 2nd year UG progression 2012 / 13 is AHS 67%, BUS 61%, ESBE 55%, HSC 58 %, LSBU average 61%. 5 year forecast assumes LSBU progression rate of 59%.
- Most NHS contracts needed to be retendered in 12/13. The outcome is still uncertain but the 5 year forecast uses the most recent data from the faculty of HSC (16 Jan 2013) .
- The assumption in the base case is that PG income grows by 4% from 14/15 onwards. Should this prove unachievable the impact is estimated at £0.6m over the forecast period.
- Some uncertainty exists regarding the price sensitivity of HE to allow for fee inflation y-o-y. We have assumed no Fee inflation for each Cohort. The impact for every 1% change in fee is estimated at £0.5m over the forecast period.
- Scenarios on growth of Overseas, UGPT and PG on average will lower the average teaching contribution as these are more resource intensive. The extent of the impact is unknown and a working assumption is applied of 35% margin compared to a current average on teaching of 39%.
- Inflation on OPEX has been assumed at 3%. The impact of every 1% change in inflation is estimated at £0.4m per year.

Factor	Δ Income in 2017/18
Δ +/- 100 SNC (see table below)	£1.9 m
Δ +/- 1% UG Fee inflation	£0.5 m
Δ +/- 5% PG &UGPT income	£1.2m

£'M	Yr 1	Yr 2	Yr 3	Total
Δ Students	100	60	48	208
Δ fee	£8,450	£8,450	£8,450	£8,450
Δ grant	£700	£700	£700	£700
Total impact	£915,000	£549,000	£439,200	£1,903,200

Factor	Δ Contribution per year
Δ £1m New Enterprise income	£0.20 m
Δ £1m additional Overseas income	£0.35 m
Δ £1m additional PG Home	£0.35 m
Δ £1m additional UGPT income	£0.35 m

	PAPER NO: PR.04(13)	
Board/Committee:	Policy and Resources Committee	
Date:	12 March 2013	
Paper title:	Perry Library Entrance Scheme	
Author:	Ian Mehrtens, Interim Director of Estates & Facilities	
Executive sponsor:	Phil Cardew, Pro-Vice Chancellor (Academic)	
Recommendation by the Executive:	To approve the scheme	
Aspect of the Corporate Plan to which this will help deliver?	Delivery of the Board approved (July 2010) 25 year vision for the estate.	
Matter previously considered by:	Property Committee Executive Committee	On 30 th January 2013 On 15 th February 2013
Further approval required?	Board of Governors	On: 21 st March 2013
Communications – who should be made aware of the decision?	N/A	

Executive Summary

This project aims to improve the entrance to the Perry Library and refurbish the ground floor areas in both the East and West wings. The project aims to make the most of this user-facing facility and assure current and prospective students that provision of excellent learning spaces and resources are a primary concern for LSBU.

The project will address improvements through the creation of a modern, attractive and fully accessible entrance, introduce an automated book return function to speed up re-shelving, improve noise control in the Helpdesk area (a busy service point) and increase the number of study spaces available. The project addresses LSBU strategies for improving learning spaces, improving the student experience, actively responding to student feedback about their expectations and improving the appearance and visibility of the estate more generally.

Proposal

1. The proposal to improve accessibility and visibility of the University Library in the Perry Building was presented to the Property Committee in January 2013.
2. The Committee schedule prevented a full debate at the Executive however scheme programme limitations meant that although it had not been discussed the Vice Chancellor supported the submission of a planning application to Southwark Council. This was done in December but did not commit the University to any funding for the scheme.
3. The works will inevitably impact on the day-to-day operation of the Library and as such there are limited opportunities for the construction to be carried out. The programme makes provision for the works to commence on site the day after examinations are finished and to complete before the start of the next academic year.
4. The scheme was then presented to the Property Committee and received support in principle and the business case was subsequently considered at the Executive in February 2013.
5. The Executive support the project and having the support in principle of the Property Committee, recommended that it be presented for funding to Policy & Resources Committee for funding support and onward recommendation to the Board of Governors in March.
6. This timeframe would then allow the works to proceed to programme should the necessary approvals be given.
7. The Property Committee considered, as part of its discussions, the tenure of the Perry Library and the Interim Director of Estates was asked to investigate the tenure of the Perry Library Building in light of the investment being considered.
8. Further investigations have since revealed in a report on the Perry Library undertaken by the University lawyers, Muckles that the University are "*the registered proprietors of the entire freehold of the Perry Library*". There is a restriction on the title relating the continued access to the emergency right of way to Skipton House at the rear.

9. The Executive is considering the next three year estate development plan as part of its fulfilment of the 25-year vision for the estate and if that were to include the disposal of the Perry Library Building and construction of a new University Library elsewhere on its campus, then it is unlikely that this could be achieved within 5 years. Early cost indications are that to replace the existing library on an equivalent area 6,750 m² would require a budget in the region of £29m.
10. The issue for the Committee is whether the investment can be justified to improve accessibility and visibility with a potential life of a further 5 years should the decision be taken to dispose of the building and construct a new library.
11. The Executive believe therefore that the investment of £1.9m is justified with a life of the existing facility of at least 5-years. This investment is equivalent to 253 FTE students (at an average of £7.5k) equivalent to 50 FTE per year. The University has the capacity to attract more than that number and remain within its Student Number Control (SNC) this year. There is potential therefore for investment in student facing facilities to make a real difference.
12. The Executive view is that leaving the Perry Library with little or no significant investment over the next five years has the potential to seriously damage to student recruitment and potentially income, and that the existing entrance, hidden from view within a courtyard is inadequate.
13. Footfall figures for 2010/11 indicate that each LSBU student makes an average 21 visits per year (based on 540,000 footfall for 25,645 students). This compares poorly with the sector benchmark group:

Kingston University	average 79 visits/student
London Metropolitan University	average 62 visits/student
University of Westminster	average 54 visits/student
Middlesex University	average 48 visits/student
University of West London	average 48 visits/student
Roehampton University	average 42 visits/student
14. Formal written feedback from students specifically on the Library is not collected but students note other facilities in other universities as better quality.
15. The recommendation of the Executive is therefore that the project adds significant benefit to the student experience and that it should proceed with an overall project budget £1.9m inclusive to create a new entrance to the University Library and that this recommendation be made to the Board of Governors.

APPENDIX A
BUSINESS CASE

Executive Summary

This project aims to improve the entrance to the Perry Library and refurbish the ground floor areas in both the East and West wings. The project will cover: Level 1 East: the entrance and reception area; security turnstile entrance; book return facilities; the Helpdesk area. Level 1 West: introduce a larger refurbished silent study space. The project aims to make the most of this user-facing facility and assure current and prospective students that provision of excellent learning spaces and resources are a primary concern for LSBU. The project will address improvements through the creation of a modern, attractive and fully accessible entrance, introduce an automated book return function to speed up re-shelving, improve noise control in the Helpdesk area (a busy service point) and increase the number of study spaces available. The project addresses LSBU strategies for improving learning spaces, improving the student experience, actively responding to student feedback about their expectations and improving the appearance and visibility of the estate more generally.

Summary of Objectives:

1. To develop the Perry Library main entrance and provide fully accessible means of entry with a configuration that addresses space use, service delivery and noise control
2. To develop and refurbish the Reception and Helpdesk areas on 1E, including installation of an automated book return and sorting facility, addressing appearance, noise control and efficiency in book return and re-shelving
3. To develop 1W as a silent study area by removing the rolling stacks and refurbishing and furnishing the whole area with study spaces and a limited amount of shelving to house print journals. Wiring will be designed to facilitate laptop use/recharge throughout the study space.
4. The new entrance, with appropriate signage, will raise the visibility of the Perry Library in its location at a well-used entry point to the Southwark campus and reflect the standard of presentation applied in improved parts of the campus.

The business case bid is for £1,877,690 additional funding (including vat).

The total cost of the project is £1,936,690 but £59,000 of this has already been committed (covered by £43k LLR Occupier Needs and £16k LLR Operating Budget 2012-13 operational budget) to allow submission of a planning application in December 2012 as agreed by the Executive Committee.

Full details of costs are presented under section 2.2 of the document with additional information on costs attached in Appendix 1 and Appendix 2.

The benefits will be:

- A significant impact in the appearance of the site, bringing the building into line with other campus improvements, and a highly visible enhancement of student-facing areas which are in constant use by existing students and staff as well as visitors
- Perry Library main entrance will meet the highest standard of accessibility legislation and improve conditions for users with mobility challenges and match the standard of improved buildings on campus
- The new configuration of the entrance on 1E will improve the flow of traffic within the building to relieve current bottlenecks and allow users to access upper floors and the west wing more easily without crowding the Helpdesk area.
- The Helpdesk area will be modernised to reflect the standards of modern academic library facilities and noise control adjustments will allow more effective service delivery.
- Automated book return facilities, with optimum location, will improve re-shelving times, reduce theft and reduce reservation disruption
- Refurbishment of 1W will encourage use of that part of the building, spreading the use of toilet facilities and easing the pressure on the East side of the building

- 1W refurbishment will increase the number of study spaces in that area from 64 to 114 and provide a self-contained area conducive to use and management as silent study space with adequate power points to facilitate laptop use
- 1W refurbishment will allow a specific area for effective display and storage of selected print journals in keeping with current practice in academic libraries

The key stakeholders:

LSBU Executive (strategic)

LLR Management and Estates & Facilities Management (strategic and operational management of facilities and service development).

Users:

- students,
- prospective students,
- researchers,
- authorised visitors (via SCONUL scheme).

Staff:

- LLR staff
- Reception and security staff
- Academic staff
- wider LSBU staff

Current risks:

Perry Library is a non-purpose built facility housing a key service for students. The configuration is not flexible and constrains activities and current arrangements are the subject of student complaints and faculty complaints and inhibit best management of the space.

The Library is valued by students for the provision of appropriate study space, access to equipment and resources and support from staff. Whilst the current entrance provides level access and includes a pass door, independent entry is not possible for mobility impaired users who have to await assistance to gain access. The proposed new entrance will include modern sliding doors allowing independent access and bring the library to the standard expected on a modern university campus. The project will enhance the appearance of the building, which is also public facing, and contribute to branding and general improvements across campus and increase the visibility of the campus from the Southwark Park Road/Newington Causeway entry point.

Document Control

Version	Created/Changed by	Date	Notes
0.1	MK	5/11/12	Draft circulated to Exec 14/11/12
0.2	MK	6/12/12	Final draft with figures for Exec 11/12/12

1. Project Details

1.1 Background

Academic libraries are the subject of substantial investment within the sector, with the main library building often seen as a flagship facility at the heart of the campus. Over the past few years, a number of universities have invested in new-build libraries with expenditure ranging from £15m (University of East London) to £57m (University of Aberdeen and University of Worcester). Within the LSBU competitor group of institutions in greater London (9 in total including LSBU), three have completed major library building projects in the last 2 years while other institutions within the group have carried out major refurbishments with substantial investment (ranging from 500,000 to £5m). Most of our competitors have several libraries on their campus, at least one of which is presented as a flagship facility.

As well as meeting the needs of current students, the Library is high on the list of facilities viewed by prospective students on open days (as is the case at all institutions) and the current entrance and general appearance does not reflect a high level of investment in the student experience. Frequent verbal complaints are received about mobility access and the general appearance; a written complaint from a member of academic staff states 'How on earth does this speak to prospective students when visiting on open days? Indeed what does it say to our current students about how much the university values the 'learning within'?'.

In terms of student surveys, free text comments in the NSS more usually relate to books/resources than the building and LLR is currently addressing books/resources comments through a targeted departmental focus in collaboration with course leaders. LLR carried out a site-based user survey in May 2012, collecting views from students at all levels of study (as opposed to third year undergraduates) and specific comments on the building were prevalent, as were requests for more silent study spaces. In recent years, the number of study spaces and bookable group rooms has been increased in response to student requests and in preparation for 2011/12 clearly signed zoning (silent/quiet/group) was introduced – both these initiatives were relatively inexpensive and well-received by users. LLR services are generally subject to a continuous improvement approach and compare favourably with competitor institutions in terms of service innovation and delivery. The library building is the factor which does not compare favourably with competitor institutions.

Library options have been discussed over a long period in the knowledge that Perry Library is not a purpose built environment and its layout limits both usage and development. While a number of new build options have been discussed, there are no plans for a new library building in the immediate future due to space limits on the Southwark Campus and the peppercorn rent/long lease of the Perry building giving little incentive to vacate. This project illustrates an immediate opportunity to substantially improve the Perry Library building and provide appropriate accessibility, an attractive modern reception area, additional silent study spaces and bring the ground floor to the standard set by other new or improved buildings on campus and ensure that LSBU compares favourably with competitor institutions. There are no requirements for permission for alterations within the lease to inhibit the proposed improvements. The Library is a heavily used student-focused building and as such, needs to reflect LSBUs commitment to improving learning facilities and enhancing the student experience. Recent building projects, and specifically the Student Life Centre, raise student expectations of building standards and the ground floor of Perry Library does not stand up well to such comparisons. Perry Library is sited at a key entry point to the campus (junction of Newington Causeway/Southwark Bridge Road) and does not currently match the quality, branding or identity of improved parts of the campus.

This project will substantially improve the appearance and accessibility of a student facility which has heavy footfall and operates a 7-day week extended hours service and regular 24-hour opening periods.

There are other known and long-standing problems with the building – inadequate toilet facilities, inadequate heating/air control, problematic lift operation and maintenance. These issues are not addressed in this business case as rectification is being addressed in long-term maintenance and wider corporate projects.

Other floors of the building have planned improvements under the annual Occupier Needs programme.

1.2 Sponsorship

Senior Stakeholder:

- a) Phil Cardew (PVC Academic)
- b) Margaret Kitching, Director of Library and Learning Resources
- c) Estates and Facilities: LSBU accommodation strategy, legislative requirements and fit-for-purpose learning and teaching spaces

Designated Estates and Facilities staff will liaise with all interested parties to drive building works to project timings

Perry Library Site Manager will represent LLR interests on day-to-day matters

2. Scope of work

2.1 Objectives

Completion of the project will result in:

- By the start of the new academic year in September 2013, the Perry Library will have a new fully accessible entrance with draught lobby and internal glass doors leading to a reception area which is modern, attractive, fully accessible for all users and allowing efficient and safe management by reception and security staff
- By the start of the new academic year in September 2013, the Perry Library will have an automated book return system on 1E which will speed up re-shelving times to improve access to print books for users
- By the start of the new academic year in September 2013, the ground floor Helpdesk area on 1E will be remodelled, refurbished and equipped with acoustic aids to provide appropriate noise control and a modern, manageable helpdesk facility
- By the start of the new academic year in September 2013, 1W will be remodelled and refurbished as a silent study area with 114 study spaces with wiring/plug points as appropriate to support laptop use
- By the start of the new academic year in September 2013, a designated area of 1W will be furnished with suitable shelving/storage to accommodate key print journals

2.2 Costed Options

Costed options are attached in Appendix 1 and 2 with associated drawings/plans attached in Appendices 3, 4, 5 and 6 (with [Appendix 6](#) showing the preferred Option 3) .

Perry Library Ground Floor Improvements

Proposal

	OPTION 1	OPTION 2	OPTION 3	Comments
Planning permission cost	59,000	59,000	59,000	Planning application cost already committed & covered via LLR Occupier Needs (£43k) and LLR operational budget 2012-13 (£16k) therefore not included in funding bid below
Level 1 East				
Building works & associated cost	1,098,050	1,288,325	1,575,450	Cost based on Quantity Surveyors assessment, Appendix 1
Level 1 West				
Conversion of silent study space	200,000	200,000	200,000	Cost based on EAF estimate, incl fees & vat
Book return & sorting equipment	98,400	98,400	98,400	Available solutions with estimate cost presented in Appendix 2. Annual maintenance cost of £8k to follow from Yr 2
SIP Licence	3,840	3,840	3,840	Annual maintenance cost of £400 to follow from Yr 2
Funding bid total (excl planning permission)	1,400,290	1,590,565	1,877,690	
Project total cost (vat inclusive)	1,459,290	1,649,565	1,936,690	

Discussions between LLR, E&F and the architect have taken place and the options evolved through the consideration of optimum space use and practical building use.

Appendix 3 (sbex001): drawing of current ground floor configuration of Perry Library

Appendix 4 (sbex002): Option 1 initial drawing: showing an accessible glass entrance/draught lobby in the current location in the courtyard, potential location of the automatic book sorter and redesigned helpdesk

Appendix 5 (sbex003) Option 2: developed drawing showing a new accessible entrance on Southwark Bridge Road with internal aspects as in option 1 above.

Appendix 6 (sbex004) **Option 3**: developed drawing showing a wider new entrance on Southwark Bridge Road (removing the external corridor) with an extended lobby area and more radical reconfiguration of the reception area and access to lifts, stairs and toilets as well as a necessary alternative location for the book sorter. This drawing has a full sketch of the refurbished silent study space on 1 West.

Note: refurbishment/reconfiguration of 1 West would be the same in each option.

Appendix 2: Estimated costs for automated book sorter:

2.3 Preferred Solution:

Perry Library entrance and 1 East

Option 3 is the preferred solution since it offers the following advantages:

- a) most improved student experience through a more spacious, attractive and fully accessible entrance to the library matching standards achieved in improved parts of the campus and facilitating the heavy footfall of the building
- b) significantly improved entrance and lobby area with the highest visibility on Southwark Bridge Road offering the opportunity for improved branding and appearance in a public facing area as well as clear identification of the building as part of the campus
- c) resolves the unsightly access via the external corridor into the courtyard by moving the bin store to the main courtyard entrance and improving the appearance and experience of entry to the building
- d) affords a necessary alternative location for the book sorter. Investigations into book sorter options and operation (through visits to peer institutions already using electronic sorters) revealed that the location shown in Options 1 and 2 is not practical due to space needs for operation and intrusive noise in an existing open plan office space. The alternative location in Option 3 overcomes these issues and allows book return by students outside the busy Helpdesk area
- e) this configuration allows ease of access to stairs, lifts and toilets and all floors of the building without disturbing Helpdesk activity and easing traffic flow and bottlenecks
- f) Option 1 offers many fewer advantages (entrance remaining in the courtyard, no enhanced visibility) and while Option 2 offers some improvement in visibility/appearance, the book sorter location is not feasible. The price difference between Options 2 and 3 is c£250,000 is relatively small given the additional benefits of Option 3.

Automated Book Sorter (Appendix 2):

Option Bii) is the preferred solution as it allows more than 1 student to return books at the same time (very necessary at peak times). Automatic sorting mechanically sorts the books through reading electronic tags and grouping in categories for re-shelving as well as combining electronic return with removing the book from the borrower's possession and reducing lost stock. This shortcuts the manual process and will allow shelving staff to focus on returning (already sorted) books to shelves more quickly. This will bring

efficiencies at peak times and address student complaints about book availability. The automation of sorting will mean that shelving staff spend more time on library floors re-shelving returned books and re-shelving books left on desks or returns trolleys by onsite users. This will maximise availability of existing book stock for students and reduce student complaints about book stock. It will also increase staff presence on the floors (another frequent request from students) to help with student enquiries and behaviour management.

1 West refurbishment as a silent study space:

Approximately 50% of the floor space on 1 West is currently taken up by a large metal rolling stack installed c2003 which houses back copies of print journals and other periodicals. The rolling stack is little used by students as the mechanism is intimidating. A print journal review is underway to reduce stock as developments in national journal repositories and interlibrary loans mean that back-copies are easily and quickly accessible via the British Library. The proposal includes removal of the rolling stack and refurbishment to allow the whole of this floor to be reconfigured as an improved silent study space with an increase of 50 individual study stations. This will address student requests for an increase in silent study space and the configuration will present an attractive facility, with optimum power points and visibility lines that allow noise control and management of the space. The configuration of 1 West would be the same in all three options and the estimate of costs is the same in each option.

Note: For the entrance and 1 East works, liaison between the customer (LLR), the project managers (E&F), architects, building contractors and automated book return supplier will be undertaken to agree the design and project plan. In order to effect change in time for the start of the 2013/2014 academic year, with minimum disruption to service delivery, building works will start immediately after the exam period (7 June 2013) with a completion date of early September 2013 so that the new facility is available from the beginning of the autumn term in September 2013. For 1 West works, the above will apply but is less challenging in terms of timing as the area can be isolated.

3. Rationale

3.1 Critical success factors

- I. Approval of the project with sufficient funds to achieve the proposed outcome
- II. Thorough planning between E&F, Site Management & external contractors to ensure correct timing and minimise service disruption
- III. Co-ordination of purchase and installation of electronic sorting equipment, with appropriate support from ICT, to coincide with building works and refurbishment Alternative temporary access arrangements to be in place for the duration of works on the main entrance and 1E and 1W. E&F and ICT will be required to facilitate temporary relocation of security barriers and alternative accommodation of staff normally based on 1E
- IV. A start date immediately at the end of the exam period on 7/6/13 and completion date of 14/9/13.
- V. Project Management will be undertaken by designated E & F staff, with close liaison with LLR Site Manager.

3.2 Relationship with Corporate Strategy

The Perry Library Ground Floor improvement project addresses the following:

- Student Choice
- Student Success
- Creating an environment in which excellence can thrive

While the project addresses the student experience and learning space specifically, it goes beyond this aspect in improving the public face of the institution and generally improving the estate.

3.3 Benefits

- a) improving quality of student experience:
Student and academic staff feedback cites the limitations of PL as a source of dissatisfaction and the building does not meet modern standards expected by users, nor does it match facilities offered by direct competitors
- b) Reduction of risk:
Meeting the highest standards of accessibility
Meeting the highest standards of a modern university in appearance
Reduction in student complaints

If the project is not approved, LSBU library facilities will continue to fall behind expected standards and compare unfavourably with the best facilities on the campus and those of competitor institutions.

4. Planning

4.1 Timing

Please see attached timeline for details

Date	Milestone / Deliverable	Notes
December 2012	Planning application submission	
December 2012	Submission for Executive discussion/approval	
January 2013	Submission for Property Board discussion/approval	
February/March 2013	Preparation of specifications for final building works and sorter supplier	
April 2013	Tender period	
May 2013	Award of contracts	
June 2013	Construction period begins	
September 2013	Practical completion	

4.2 Dependencies

Project approval required as soon as possible to allow works to be completed in Summer 2013
 E&F designated project management agreed
 L B Southwark planning permission needs to be achieved by early April 2013
 ICT regarding security turnstiles and minimally in relation to book sorter

Risks

Risk	L'hood	Impact	Mitigation	Owner
Failure to achieve project funding	Medium	High		MK
Failure to achieve L B Southwark planning permission	Medium	High	At face value the proposal is not controversial but planning permission to be sought as a priority (submission Dec 2012)	E&F
Increased costs if asbestos is found	Low	high	Additional funding request in case asbestos removal cost will materialise	E&F
Total project cost	Low	Medium	Contingency at 15% included within QS cost estimate – as per E&F this is in line with best practice in the industry	E&F

Appendices:

- 1: Entrance and 1E Option costing by Potter Raper Partnership
2. Automated book sorter estimates
3. Architect drawing of current configuration of ground floor Perry Library
4. Architect drawing of Option 1
5. Architect drawing of Option 2
6. Architect drawing of Option 3 (preferred option)
7. E&F estimate for refurbishment of 1W
8. Project timeline

APPENDIX 1



BUDGET COST ESTIMATE NR 1

FOR

THE

REFURBISHMENT AND ALTERATIONS TO FORM

A NEW ENTRANCE TO PERRY LIBRARY

FOR

LONDON SOUTH BANK UNIVERSITY

7th November 2012

PERRY LIBRARY ENTRANCE**PROJECT NR : L9944****DATE: 7th November 2012****1.00 INTRODUCTION**

1.01 The Potter Raper Partnership have completed an approximate estimate for the refurbishment and alterations to form a new entrance to Perry Library.

1.02 SUMMARY OF COST

	OPTION 1	OPTION 2	OPTION 3
	£	£	£
Building Works	494,742	604,091	762,606
Mechanical Services	56,952	61,677	71,127
Electrical Services	121,120	129,620	146,620
Preliminaries	33,750	33,750	33,750
Contingency (10%)	67,281	79,539	98,035
CONSTRUCTION TOTAL (excluding VAT)	£ 773,845	908,677	1,112,138
Client Contingency (5%)	38,692	45,434	55,607
Fees (12%)	97,505	114,493	140,129
Client Direct Costs - say	5,000	5,000	5,000
Allowance for book sorting machine	82,000	82,000	82,000
PROJECT TOTAL (excluding VAT)	£ 997,042	1,155,604	1,394,875
VAT @ 20%	199,408	231,121	278,975
PROJECT TOTAL (including VAT)	£ 1,196,451	1,386,725	1,673,850

PERRY LIBRARY ENTRANCE

PROJECT NR : L9944

DATE: 7th November 2012

2.00 BASIS OF REPORT

2.01 The Estimated Cost Plan has been prepared generally using the following information received from Shepheard Epstein Hunter:-

Shepheard Epstein Hunter

12106/001 rev 01	Existing Ground Floor Plan
12106/002 rev 02	Option 1 Ground Floor Plan
12106/003 rev 02	Option 2 Ground Floor Plan
12106/004 rev 02	Option 3 Ground Floor Plan

Email dated 1st November at 17.01 hrs from Shepheard Epstein Hunter confirming:-
Requirement for fixed panel to externally placed book return bin
Straight library help desk instead of curved desk

2.02 EXCLUSIONS

Finance charges.
Statutory authority charges.
Disability Discrimination Act Compliance.
Equipment
Access control
Building Control fees
Asbestos surveys and removals
Landlords licences and permissions fees

2.03 ASSUMPTIONS

- The work will be undertaken generally during normal working hours.
- The work will be undertaken over a period of 15 weeks over all areas concurrently
- The work will be undertaken as one construction phase by one Main Contractor

- It has been assumed that the following items will be undertaken by LSBU directly :-
Asbestos removal and containment where necessary.

**FULL BREAKDOWN OF OPTION COSTS AVAILABLE
IF REQUIRE**

APPENDIX 2

Business Justification Form: LLR Perry Library Improvements

Appendix 2

a) Estimated costs of purchase and installation of an **automated bin sorter** (which works with existing RFID tagged stock to automatically sort into category for re-shelving) based on information available on the internet and visits to peer institutions using a range of sorters. Preferred solution highlighted.

Sortation System	Price	VAT	Total	Year 1 maintenance	Annual maintenance (optional)
Option A – 3 bin sorter					
i) basic	£33,300	£6,600	£39,900	inclusive	£3,000
ii) modular (allowing subsequent additions)	£39,000	£7,980	£46,980	inclusive	£3,500
Option B – 5 bin sorter					
i) one input point	£44,800	£8,960	£53,760	inclusive	£4,000
ii) two input points	£82,000	£16,400	£98,400	inclusive	£7,400
Option C – 7 bin sorter					
i) one input point	£50,600	£10,120	£60,720	inclusive	£4,500
ii) two input points	£87,300	£17,460	£104,760	inclusive	£7,850

Note: £98,400 included in the Potter Raper estimate

b) SIP Software

2 x SIP software licenses (means by which Innovative/Millennium Library Management System communicates with the automated sorter)

	Price	VAT	Total	Year 1 maintenance	Annual maintenance (optional)
2 x SIP licenses	£3,200	£640	£3,840	inclusive	£400

Note: the SIP costs are not included in the overall Potter Raper estimate

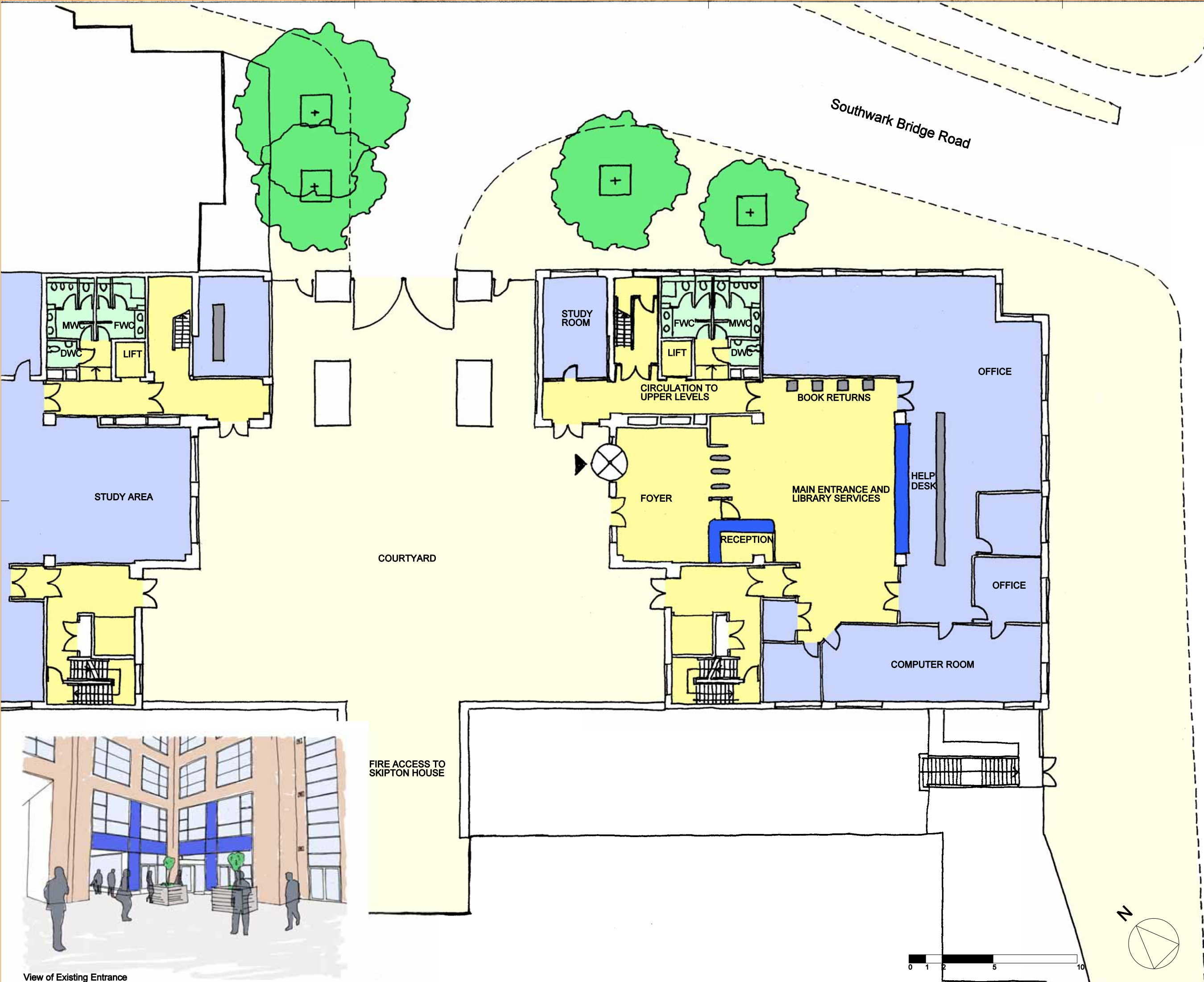
Potter Raper Option 3 estimate for 1E: 1,673,850

E&F estimate for 1W refurbishment: 200,000

SIP estimate above 3,840

£ 1,877,690 funding bid total
(excluding planning permission as covered via 2012-13 operational budget)

APPENDIX 3



- Notes
1. Do not scale from this drawing
 2. Work to figured dimensions where shown
 3. Confirm dimensions on site before fabrication or construction - report any discrepancies to CA

01	24/10/12	External View Added	TG
00	19/10/12	Drawing Originated	TG
rev	date	description	by
drawing amendments			

Shepherd Epstein Hunter
Architecture Planning Landscape

Phoenix Yard, 65 Kings Cross Road, London WC1X 9LW
tel: 020 7841 7500 fax: 020 7841 7575
email: architecture@seh.co.uk web: www.seh.co.uk

project	Perry Library Entrance
client	London South Bank University

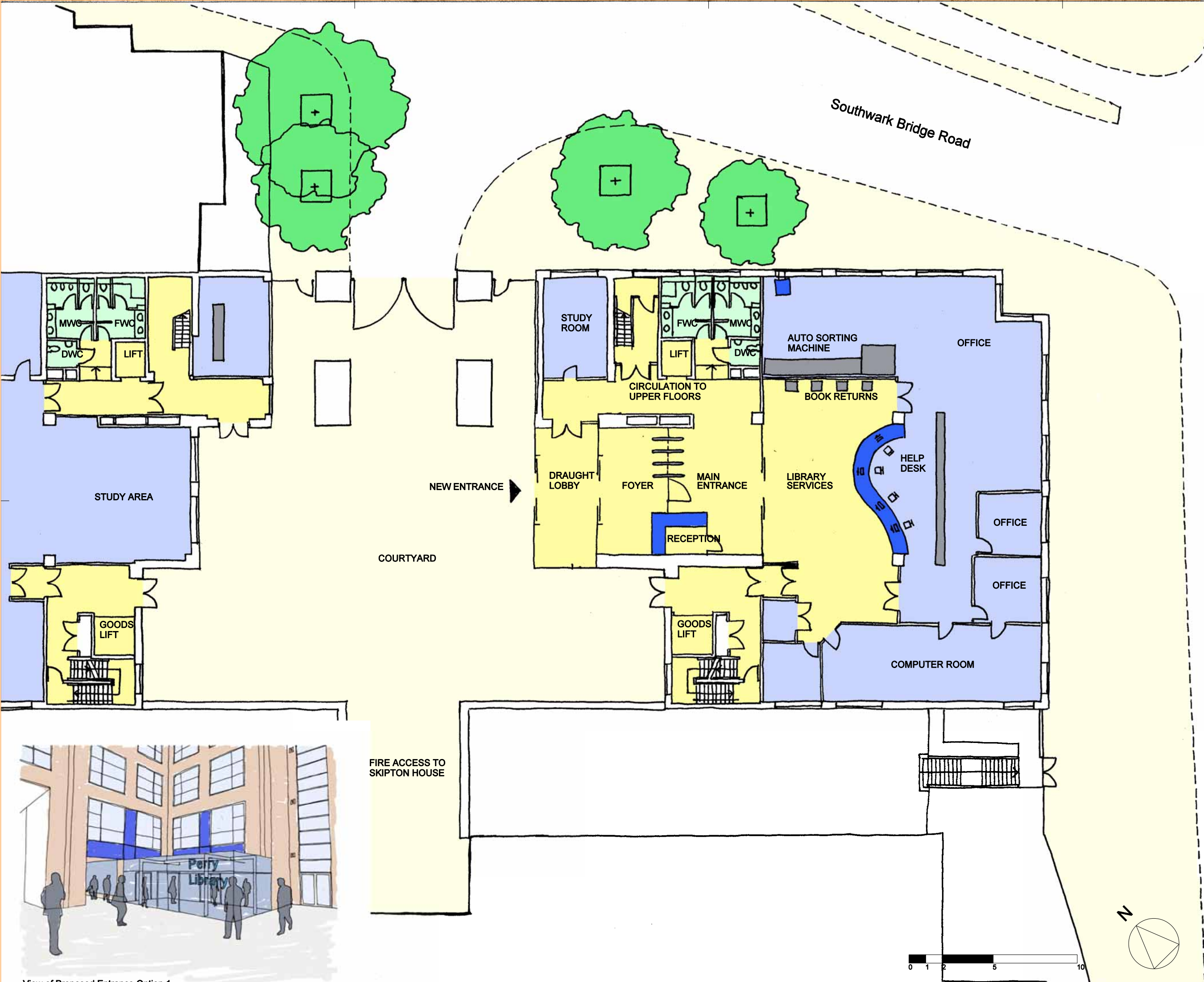
drawing status	scale	size
Feasibility	1:200	A3
drawing	job no.	
Existing Ground Floor Plan	12106	
drawing no.	rev.	
001	01	



View of Existing Entrance

APPENDIX 4

- Notes
1. Do not scale from this drawing
 2. Work to figured dimensions where shown
 3. Confirm dimensions on site before fabrication or construction - report any discrepancies to CA



View of Proposed Entrance Option 1

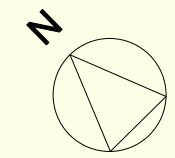
01	24/10/12	External View Added	TG
00	19/10/12	Drawing Originated	TG
rev	date	description	by
drawing amendments			

Shepherd Epstein Hunter
Architecture Planning Landscape

Phoenix Yard, 65 Kings Cross Road, London WC1X 9LW
tel: 020 7841 7500 fax: 020 7841 7575
email: architecture@seh.co.uk web: www.seh.co.uk

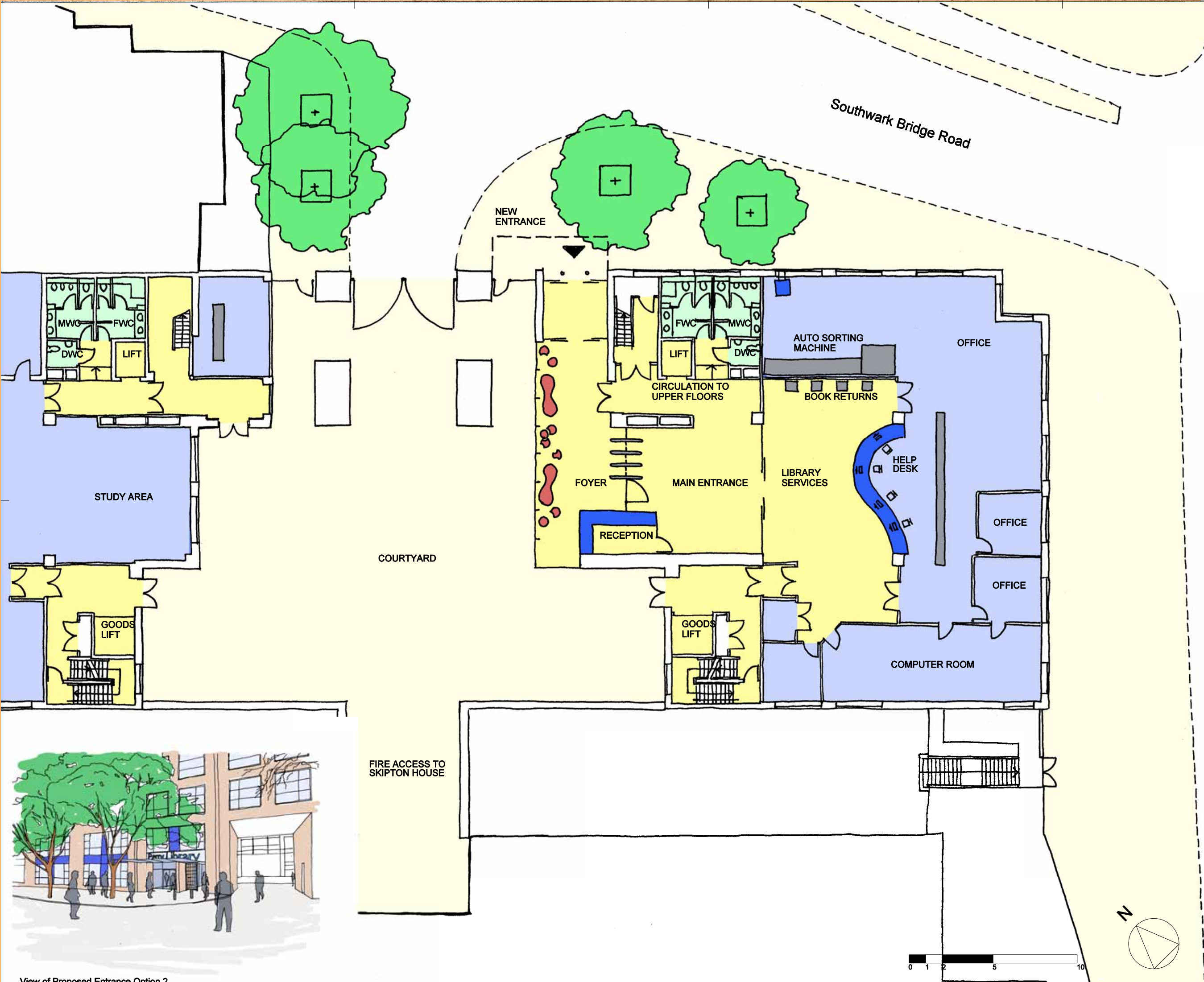
project	Perry Library Entrance	
client	London South Bank University	

drawing status	scale	size
Feasibility	1:200	A3
drawing	job no.	
Option 1 Ground Floor Plan	12106	
drawing no.	rev.	
002	01	



APPENDIX 5

- Notes
1. Do not scale from this drawing
 2. Work to figured dimensions where shown
 3. Confirm dimensions on site before fabrication or construction - report any discrepancies to CA



View of Proposed Entrance Option 2

01	24/10/12	External View Added	TG
00	19/10/12	Drawing Originated	TG
rev	date	description	by
drawing amendments			

Shepherd Epstein Hunter
Architecture Planning Landscape

Phoenix Yard, 65 Kings Cross Road, London WC1X 9LW
tel: 020 7841 7500 fax: 020 7841 7575
email: architecture@seh.co.uk web: www.seh.co.uk

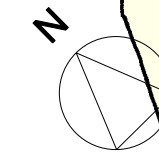
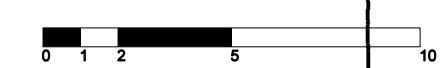
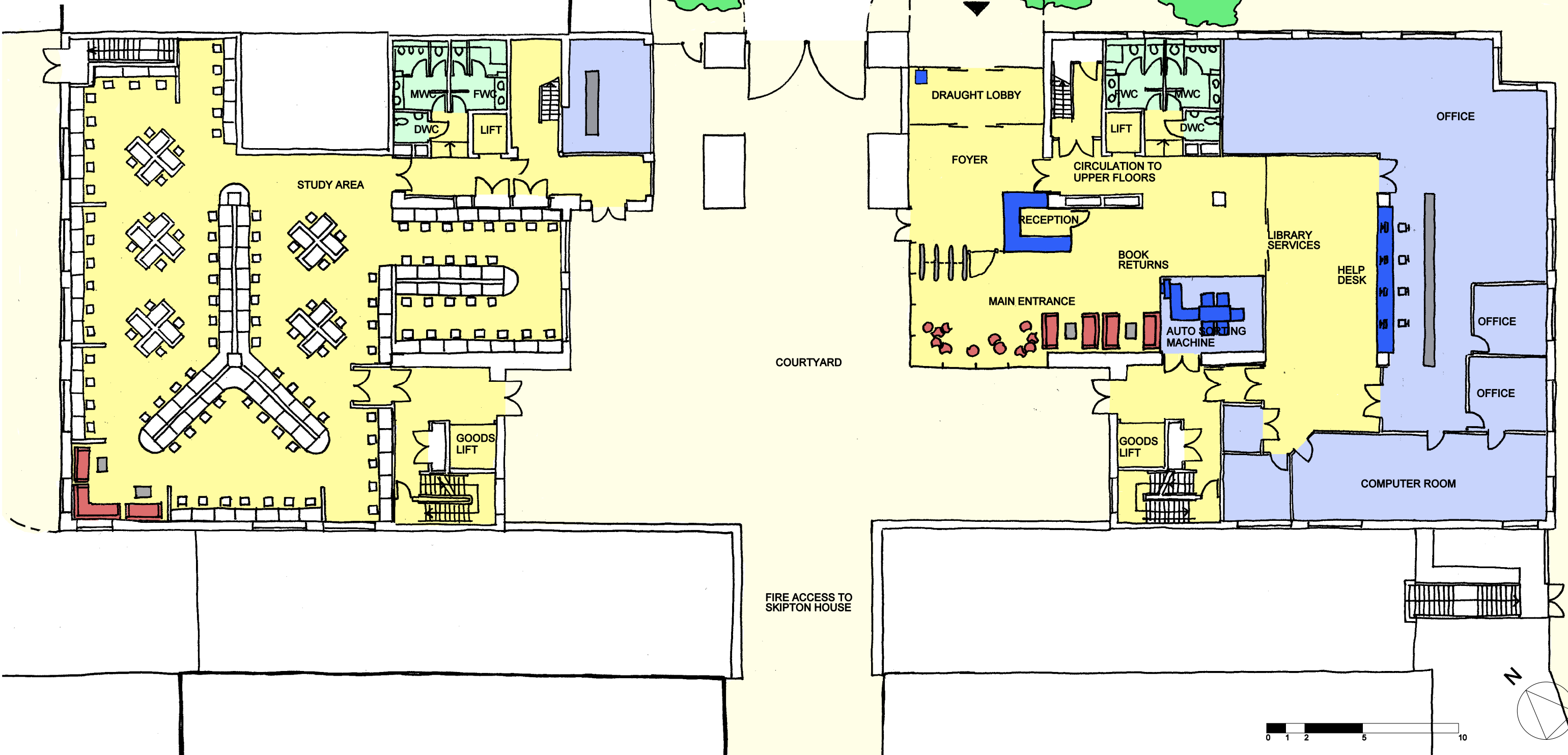
project	Perry Library Entrance
client	London South Bank University

drawing status	scale	size
Feasibility	1:200	A3
drawing	job no.	
Option 2 Ground Floor Plan	12106	
drawing no.	rev.	
003	01	

APPENDIX 6



Southwark Bridge Road



01	15/11/12	Proposal updated	REBEA
02	15/11/12	Architecting machine re-positioned	
03	15/11/12	New added	
04	15/11/12	Drawing originated	
05		Revised	
06		Revised	
07		Revised	
08		Revised	
09		Revised	
10		Revised	

Shepherd Epstein Hunter
 Architecture Planning Landscape
 Phoenix Yard, 65 King Cross Road, London WC1X 9LW
 tel: 020 7841 7300 fax: 020 7841 7375
 email: architecture@seh.co.uk web: www.seh.co.uk

Project	Perry Library Entrance
Client	London South Bank University

Project	Feasibility	Scale	1:100	Sheet	A1
Project	Option 3 Ground Floor Plan	Scale	12106	Sheet	004
Project		Scale		Sheet	03

APPENDIX 7

1W Outline budget to form new Study Area

(provisional, based on Option 3 sketch, subject to agreement of detail layout)

30-Nov-12

Strip-out existing floor finishes	460 sq.m	5	2,300
Strip-out rolling-racking system and dispose off site	prov		45,000
New small power and data provision to new layout	prov		15,390
Allowance to m/g + prepare wall surfaces	105 sq.m	20	2,100
Redecorate wall finishes and woodwork	420sq.m	6	2,520
M/g flooring, latex screed and lay new carpet tiles	460 sq.m	65	29,900
Provision of new desking facility (114no places)	prov		57,000
Provision of soft/corner seating	prov		<u>3,000</u>
			157210
Total allowance (including 32% fee + vat)			207,517
		say	<u>200,000</u>

Existing lighting installation retained.

APPENDIX 8

	PAPER NO: PR.05(13)	
Board/Committee:	Policy and Resources Committee	
Date:	12 March 2013	
Paper title:	South Bank University Technical College	
Author:	Professor Martin Earwicker, Vice Chancellor	
Executive sponsor:	Professor Martin Earwicker, Vice Chancellor	
Recommendation by the Executive:	That the committee approves LSBU being the formal lead sponsor of the new South Bank University Technical College	
Aspect of the Corporate Plan to which this will help deliver?	Student success	
Matter previously considered by:	P&R	On: 21 Feb 2012
Further approval required?		On:
Communications – who should be made aware of the decision?		

Executive Summary

Decision

To approve LSBU being the formal lead sponsor of the new South Bank UTC.

Timing

As soon as possible and before the second week in March 2013.

Background

The University has a strategy of building strong links with our feeder schools and colleges. Unfortunately our local FE colleges are of very poor quality. We have thus given greater emphasis to strengthening our links with feeder schools. Schools are grouped into three

London South Bank University

tiers by the number of students who progress onto LSBU. We have concentrated on the top tier schools to date and our strategy has delivered substantial increase in students from these schools enrolling at LSBU. Following this success we are expanding to the next tier.

To strengthen our network of feeder schools further we have committed ourselves to leading the new Academy school on the Aylesbury Estate. The school has been built to a high standard to our specific requirements and it will take its first cohort of students for the 2014 academic year. The school will have a STEM specialism matching our engineering strengths. The Sir John Cass Foundation who sponsor educational activities such as at the Cass business school at City University are keen to become joint sponsors and the formalising of the trust that will run the school should take place this spring.

To make up for the poor performance of our local FE colleges we have for some time been seeking to establish a University Technical College. This has been strongly supported by the Department of Education. However, the proposed UTC was to be built on land belonging to the (former) Southwark College. The demise of Southwark College and its incorporation into Lewisham College caused the project to be shelved.

Recently however, the Department for Education has renewed its interest in creating the UTC and again wishes us to lead. It has also, importantly, decided to buy the land belonging to the former Southwark College and build the UTC to our requirements, something it was not prepared to do before. This is very good news for us as it will create another key feeder college. The UTC would specialise in the Built Environment, another of our specialisms, with Lend Lease as a co-sponsor. In the original proposal Lewisham Health Care Trust were also wishing to be a sponsor, but that is looking unlikely now. Their withdrawal does not cause any concern for us, indeed it would probably help create a clearer focus for the school.

The planned opening date for the UTC is September 2014. The school is formally an Academy school but with a strong vocational character with the curriculum determined to a large extent by employers. The UTC will cater for 600 students with ages from 14 to 19.

The programme to achieve a September 2014 opening time is very tight, and we have already re-engaged with the DfE and sponsors to restart the programme including committing staff time to the project. The DfE are providing start up funding but, as with our Academy School, we will be committing staff time to determine the requirements for the new build and working-up with the industrial sponsors details of the academic provision.

We need to confirm our commitment to the DfE within the next two weeks if the opening date is to be achieved. This tight timetable is not of our making, but rather due to the timing of DfE's re-engagement. This is a very important project for us. It creates a high quality vocational college funded by the DfE, with a specialism in one of our key subjects in our catchment.

London South Bank University

We are thus seeking approval to formally become the lead sponsor. The financial commitment is low and would not of itself need Board approval being within delegated limits. However, as it could be considered novel we request Board agreement.

Martin J Earwicker

	PAPER NO: PR.06(13)	
Board/Committee:	Policy and Resources Committee	
Date:	12 March 2013	
Paper title:	OFFA Agreement for 2014: General Principles	
Author:	Dr Phil Cardew, Pro Vice Chancellor (Academic)	
Executive sponsor:	Martin Earwicker, Vice Chancellor	
Recommendation by the Executive:	<ol style="list-style-type: none"> 1. To adjust fee waiver levels in 2013/14 to accommodate only the National Scholarship Programme and general OFFA requirements. 2. To propose to the Board a raise in headline fee to £9000 in 2014. 	
Aspect of the Corporate Plan to which this will help deliver?	Student Success	
Matter previously considered by:	N/A	On:
Further approval required?	Board of Governors	On: 21 st March
Communications – who should be made aware of the decision?	Once approved, publicly available information via the OFFA web-site.	

Executive Summary:

1. The University is required to submit the Office for Fair Access (OFFA) agreement for students entering in September 2014, on April 8th 2013.
2. This requires us to:
 - a) Inform OFFA of fee levels.
 - b) Outline our bursary/scholarship/fee waiver offer for 2014 entrants.
 - c) Demonstrate how we are meeting the requirement to invest 15% of our fee above £6000 in either widening participation or retention.
 - d) Iterate the benchmark targets and monitoring processes we will be utilising in 2014 (following previous iterations in the 2012 and 2013 agreements).

3. This matter will be discussed by the Executive on 13th March and a recommendation made to the Board. However, it was deemed pertinent to bring some basic assumptions (outlined below) for discussion at Policy and Resources Committee.

Context

4. Previous OFFA agreements (2012 and 2013) have concentrated both on trying to ensure that the University remains competitive in our offer to new students and in ensuring that we maximise our opportunity to attract additional student numbers from the Higher Education Funding Council for England (HEFCE), through the 'core and margin' process (wherein a proportion of additional numbers were made available to institutions who could demonstrate that they had met HEFCE's 'strategic objectives' for any particular funding year).
5. Hitherto, the 'strategic objective' as far as HEFCE has been concerned, has been the overall lowering of the student loan debt, and so places were only made available to institutions who kept their overall fee low – the target for 2012 being £7,500 maximum fee (in 2013 this has been raised to £8,250, but far fewer places made available).
6. Thus, in 2012, we changed our proposed package of support for new starters, to move towards fee waivers, which brought our overall fee below the £7,500 threshold and enabled us to attract an additional 350 student numbers in that year. We are committed to retaining the average fee for this cohort below £7,500 during their time at the University – based on a full-time 3-year life-cycle. We have now had the additional numbers granted in 2012 subsumed into our core allocation, so no longer need to adhere to this requirement.

Basic Assumptions

7. Although it is still early in the process, there is no real evidence to support the contention that fee waivers have any real impact upon student choice at application. We would therefore support :a) an overall fee increase to the maximum allowed (£9,000) to better enable greater investment in student support; b) a move towards a package of bursaries and scholarships – supporting and enhancing funding through the National Scholarship Programme (the NSP - which will give us just over £1m in 2014) and giving students a mixture of bursary payments which can be spent in any way (up to the maximum of £1000 allowed under the NSP) and additional scholarship monies which can off-set expenditure on other University services

(accommodation, printing, books, field trips and excursions, some designated travel).

8. The Executive, informed by the Strategic Pricing Group, will put together an appropriate package of bursaries and scholarships, to be included in the OFFA agreement and proposed to the Board at its March meeting.
9. The overall context, from 2013 onwards will be that:
 - In 2013, there is a requirement to maintain the fee for the 2012 cohort below £7,500. However, there is no related requirement for those entering the University in 2013 and so we will see an adjustment of the number of fee waivers to meet only our commitment for 2012, and the basic requirements of the National Scholarship Programme. This will see a rise in average fees for 2013 entrants towards our current 'headline' fee of £8,450.
 - In 2014, the 'headline' fee will rise to £9,000.
 - In 2014, we will move away from fee waivers towards bursaries and scholarships – targeted on students from low participation neighbourhoods and with low household incomes.
 - From 2014 onwards, expenditure on bursaries and scholarships will be more strongly focused on enhancing progression and building on our growing relationships with local schools and colleges to attract the best-possible applicants.
 - We may also consider, and propose, specific options for those students who fall outside the Student Number Control as a result of high A-level (or equivalent) scores.
10. Policy and Resources Committee is asked to recommend to the Board of Governors to:
 - a) Adjust fee waiver levels in 2013/14 to accommodate only the National Scholarship Programme and general OFFA requirements.
 - b) Raise the headline fee to £9000 in 2014.

	PAPER NO: PR.07(13)	
Board/Committee:	Policy and Resources Committee	
Date:	12 February 2013	
Paper title:	Charitable funds	
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors	
Executive sponsor:	James Stevenson, University Secretary and Clerk to the Board of Governors	
Recommendation:	The committee is requested to recommend to the Board the transfer of the historic charitable funds to the University and the pro forma transfer power resolution	
Aspect of the Corporate Plan to which this will help deliver?	Student support	
Matter previously considered by:	Charitable Funds Committee	On: 10 May 2012
Further approval required?	Board of Governors Charity Commission	On: 21 March 2013
Communications – who should be made aware of the decision?	N/A	

Executive summary

At its meeting of 6 December 2012 the Charitable Funds Committee considered proposals regarding the management of the University's historic charitable funds.

The committee will recommend to the Board that the historic charitable funds are transferred to the University (as trustee) but restricted to benefit students, rather than the University's general funds. In brief the amalgamation "future-proofs" these funds and enables the benefits to continue to students where a number of funds have failed as their original objects do not match the activities of the modern-day University (please see the appendix for the list of existing funds and their trustees). The individual trusts would be legally wound up and their original terms would cease to apply to the funds. This would allow the University to distribute income as it saw

fit. The Board (as board of trustees of the individual funds) will be asked to approve the necessary resolutions at its 21 March 2013 meeting (the resolutions are not essential reading for P&R but are available from the Secretary if any governor wishes to view them).

The Vice Chancellor, having consulted with the Executive and based on a recommendation from the Development and Alumni Relations Office will determine the proportions of this income which will be for hardships, scholarships and for prizes. This is currently how income from the Annual Fund is distributed.

A Hardship Award Panel has been established to replace the Charitable Funds Panel. Terms of reference and criteria for awards have been approved by the Charitable Funds Committee. Future changes to the terms of reference and the criteria shall be approved by the Policy and Resources Committee.

Scrutiny by P&R

Accordingly the Charitable Funds Committee may be wound up and its scrutiny role passed to P&R.

Once the Charitable Funds Committee is wound up, it is proposed that P&R will note an annual report on the amalgamated charitable funds received, held and distributed. This will include expenditure of income raised by the Development and Alumni Relations Office as well as from the historic charitable funds.

In addition P&R will receive an annual report on the performance of the invested funds, currently managed by Sarasin.

Recommendations

P&R is requested to:

- (i) agree to take on the scrutiny of the charitable funds and the investment performance;
- (ii) recommend to the Board the transfer of the historic charitable funds to the University.

Appendices

1. Individual charitable funds and trustees

Trustees of historic Charitable Funds – prior to amalgamation

Fund	Current Trustee(s) [in italics where assumed due to lack of documentation]
Consolidated Charities	<i>University</i>
Moir, Secretan & Horsfall Legacies	University
Student Centenary Hardship Fund	University
Strike Fund - Student Scholar	<i>University</i>
Mark Howarth Fund	<i>University</i>
Durning Lawrence	University
Stanley Mayne M/Fund	University
Prize Fund	<i>University</i>
Richard Davis Scholarship Fund	Mary-Jane Rooney (Architecture Dept)
Dr Mona Grey fund	David Sines (former Dean of HSC)
Yvonne Shuttleworth	<i>University</i>
Cyril Flisher	<i>University</i>
Gareth Pugh M/Fund	<i>University</i>
Harry Goodwin Prize Fund	<i>University</i>
Fitzgerald M/Fund	Head of Dept of Estate Management and Head of Dept of Town Planning. Now Ruth Richards (Head of Urban, Environment and Leisure Studies)
Frank May Fund	<i>University</i>
Alumni Scholarship	<i>University</i>
Minerva Scholarship	<i>University</i>

Funds to expend by donating capital to the amalgamated fund and then wind up

Fund	Trustee
Edgar Williams	<i>University</i>
Yvonne Shuttleworth	<i>University</i>
African Radiographer Fund	<i>University</i>

AIB Scholarship	<i>University</i>
Prudential Product Championship	<i>University</i>
Mercury Hare Fund	<i>University</i>

	PAPER NO: PR.08(13)	
Board/Committee:	Policy & Resources	
Date:	12 March 2013	
Paper title:	Corporate Key Performance Indicators report	
Author:	Darrell Pariag, Corporate & Business Planning Manager	
Executive sponsor:	Martin Earwicker, Vice Chancellor	
Recommendation by the Executive:	The Executive recommends that the Policy and Resources notes the report.	
Aspect of the Corporate Plan to which this will help deliver?	The corporate KPIs are directly aligned with the corporate plan and allows for the monitoring of targets for the university that have been set in the corporate plan.	
Matter previously considered by:	Board of Governors	On: 3 rd October 2012
Further approval required?	n/a	On:
Communications – who should be made aware of the decision?	n/a	

Executive summary

Since the November P&R committee meeting the Key Performance Indicator report has been updated to reflect the final KPI (KPI 29) to be updated in this reporting cycle. KPI 29 Early:Late applications shows a slight decrease from the 2010/11 results.

P&R is requested to please note the Key Performance Indicator report.

Attached

1. Key Performance Indicators report

LSBU Corporate Key Performance Indicators (2009/10 - 2011/12)

Report date: 12/03/2013

Financial Sustainability (Check all targets w/Rf)						
	KPI	2009/10 (Actual)	2010/11 (Actual)	2011/12 (Target)	Current Performance (RAG)	
Student Numbers & Contracts						
1	Recruitment against HEFCE contract	Within tolerance band	Within tolerance band	Within tolerance band	Predicted within tolerance	↔
2	Recruitment against NHS contract commissions	Within 5%	Within 5%	+/-5%	On target	↔
3	International student income	£11.2m	£10.2m	£10.4m	£9.6m (May 2012 forecast)	↓
Income						
4	Total Income (£)	£143.3m	£144.0m	£135.7m	£137.5m (May 2012 forecast)	↑
5	Research (non-HEFCE) income (£)	£4.3m	£3.4m	£2.2m	£2.2m (May 2012 forecast)	↓
6	Enterprise income (£)	£8.1m	£8.5m	£6.8m	£7.8m (May 2012 forecast)	↑
Surplus						
7	Total Surplus (% of income)	4.4%	7.0%	1.0%	1.6% (May 2012 forecast)	↑
Other Financial Indicators						
8	Cash Balance (£)	£43.8m	£62.6m	£55.4m	£72m (May 2012 forecast)	↑
9	Gearing Ratio	0.47	0.34	0.27	0.3 (June 2012 forecast)	↓
10	Days liquidity	123	179	173	203 (June 2012 forecast)	↑

The Student Experience						
	KPI	2009/10 (Actual)	2010/11 (Actual)	2011/12 (Target)	Current Performance (RAG)	
Student Satisfaction						
11	Overall Student Satisfaction - UG (NSS) *	80%	77%	90%	80% (2011/12)	↑
12	Overall Student Satisfaction - PG	74%	75%	90%	78% (2011/12)	↑
Student Retention & Progression						
13	FTUG Year 1 Progression (%)	56%	60%	80%	63% (2011/12)	↑
14	Graduating in intended period (FTUG 3/4yrs) (%)	NEW	53%	65%	52% (2011/12)	↓
Value Added						
15	Employment of graduates (DLHE return) * (Employed, or studying, or both)	73%	82.4%	90%	78.1% (2011/12)	↓
16	No. of first degree students obtaining 1st or Upper 2nd class degrees *	45%	52%	60%	56% (2011/12)	↑
17	No. of first degree students obtaining 1st or 2nd class degrees	81%	89%	80%	90% (2011/12)	↑
Resource Measures						
18	Spend per student (£) * (Academic Services)	NEW	£841	£1,000	£940 (CUG 2012/13)	↑
19	Spend per student (£) * (Services & Facilities)	NEW	£1,021	£1,000	£1062 (GUG 2012/13)	↑
20	Staff:student ratio *	23.4:1	23.3:1	21:1	22.4:1(2011 HESA)	↑
21	% of estate (GIA) in condition A and B (non-residential)	48%	45%	86%	45% (2011/12)	↔

Brand Profile						
	KPI	2009/10 (Actual)	2010/11 (Actual)	2011/12 (Target)	Current Performance (RAG)	
League Table Ranking						
22	The Sunday Times	115 (of 122)	118 (of 122)	Out of bottom 5	114 (of 122) (2012/13 Tables)	↑
23	The Guardian	117 (of 117)	100 (of 119)	Out of bottom 5	104 (of 120) (2012/13 Tables)	↓
24	The Complete University Guide (formerly The Independent)	113 (of 113)	116 (of 116)	Out of bottom 5	109 (of 116) (2012/13 Tables)	↑
25	The Times	NEW	113 (of 116)	Out of bottom 5	111 (of 116) (2012/13 Tables)	↑
Subject League Tables (The Guardian)						
26	No. of subjects in top 75% nationally	NEW	5 (of 18)	5 (of 15)	5 (of 17) (2012/13 Tables)	↑
27	No. of subjects in top 50% of post-1992	NEW	4 (of 18)	5 (of 15)	3 (of 17) (2012/13 Tables)	↔
28	No. of subjects in top 50% of post-1992, London	NEW	6 (of 18)	5 (of 15)	3 (of 17) (2012/13 Tables)	↓
Student Perceptions						
29	Early : late applications (% of FTUG enrolments arising from early/late applications)	75:25	75:25	80:20	74:26 (2011/12)	↓
30	Financial support from donors (cash received, £)	£1.4m	£2.5m	£1.6m	£1.5m (2011/12)	↓
Staff Perceptions						
31	Staff Satisfaction	NEW	NEW	70%	62%	NEW

* Key league table measure

KPI	Notes:	
Student Satisfaction		
11	Overall Student Satisfaction - UG (NSS) *	Data updated once per year in Oct/Nov
12	Overall Student Satisfaction - PG	Data updated once per year in Oct/Nov
13	FTUG Year 1 Progression (%)	Data updated once per year in Oct/Nov
14	Graduating in intended period (FTUG 3/4yrs) (%)	Data updated once per year in Oct/Nov
Value Added		
15	Employment of graduates (DLHE return) * (Employed, or studying, or both)	As reported in the HESA/Hefce (Performance Indicators 10/11). Data updated once per year in June/July
16	No. of first degree students obtaining 1st or Upper 2nd class degrees *	Data updated once per year in Oct/Nov
17	No. of first degree students obtaining 1st or 2nd class degrees	Data updated once per year in Oct/Nov
Resource Measures		
18	Spend per student (£) * (Academic Services)	As reported in The Independent's 'Complete University Guide' League Table (2012/13)
19	Spend per student (£) * (Services & Facilities)	As reported in The Times 'Good University Guide' League Table (2012/13)
20	Staff:student ratio *	As reported in HESA data
21	% of estate (GIA) in condition A and B (non- residential)	The % GIA in condition A and B has fallen to 45% in 2011. This is because although K2 is a new entry in Condition A, we have lost Condition B buildings Erlang House and Pocock House (disposed of) and J Block (downgraded to C) reducing the percentage of stock in A/B. Data updated once per year in July.
League Table Ranking		
22	The Sunday Times	League Table notes: League table due to be released in September 2012
23	The Guardian	League Table notes: London South Bank University has moved down to 104 in the 2012/13 table but the total number of universities is now at 120 from 119 the year before. Results released May 2012
24	The Complete University Guide (formerly The Independent)	League Table notes: London South Bank University has moved up 7 places in the 2012/13 tables released in April 2012 (http://www.thecompleteuniversityguide.co.uk/london-south-bank)
25	The Times	League Table notes: London South Bank University has moved up 2 places to 111 out of 116 institutions in the 2012/13 table Results released June 2012
Subject League Tables (The Guardian)		
26	No. of subjects in top 75% nationally	Top 75% in Computer Science and IT, Engineering (Chemical), Engineering (Electronic and Electrical), Nursing & Paramedical Studies, and Sports Science (2012/13 Guardian League Tables)
27	No. of subjects in top 50% of post-1992	Top 50% of post-1992 in Computer Science and IT, Engineering (Electronic and Electrical) and Nursing & Paramedical Studies (2012/13 Guardian League Tables)
28	No. of subjects in top 50% of post-1992, London	Top 50% of post-1992, London in Computer Science and IT, Engineering (Electronic and Electrical) and Nursing & Paramedical Studies (2012/13 Guardian League Tables)
Student Perceptions		
29	Early : late applications (% of FTUG enrolments arising from early/late applications)	Data updated once per year in Oct/Nov
30	Financial support from donors (cash received, £)	Data updated once per year in Oct/Nov
Staff Perceptions		
31	Staff Satisfaction	Result indicates the percentage of staff that took part in the survey. Survey conducted between October and December 2011

London South Bank University

	PAPER NO: PR.09(13)	
Board/Committee:	Policy & Resources	
Date:	12 March 2013	
Paper title:	Management Accounts	
Author:	Ralph Sanders, Financial Planning Manager	
Executive sponsor:	Richard Flatman, Executive Director of Finance,	
Recommendation by the Executive:	The Committee is requested to note the current financial position and full year outlook	
Aspect of the Corporate Plan to which this will help deliver?	Financial Performance	
Matter previously considered by:	Policy & Resources Committee	On: February 2012
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?		

Executive summary

This paper provides an update on both the Management Accounts for January 2013 and the forecast financial outlook for 2012/13.

As expected, due to changes in both the Undergraduate funding regime and the introduction of a new visa regime for overseas students, this year has been challenging in terms of recruitment for both this University and the wider sector.

This was not unexpected and as previously reported, in addition to the baseline budget, the University reported 2 scenarios to the Board, 'Possible' and 'Pessimistic'. In terms of surplus the University is currently trending in line with Scenario A with a forecast surplus of £3.4m.

The Committee is requested to note the revised full year outlook.

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2012 / 13 Budget

The original 2012/13 budget as presented to the P&R Committee assumed as a baseline that the University would achieve its student recruitment targets. It was however recognised that there was a high level of recruitment risk this year due to the introduction of a new funding regime for Home & EU Undergraduate students and the introduction of a new Tier 4 visa regime by the UK Border Agency during 2011/12.

The University recognised the risk in this year's recruitment cycle by outlining 2 potential alternative recruitment scenarios as follows:

	Description	Income (£'M)	Surplus (£ 'M)
Baseline Budget	Optimistic	£142.4	£7.2
Scenario A	Possible	£137.6	£3.4
Scenario B	Pessimistic	£135.8	£1.6

At the time of review in July 2012, approval was on the basis that there would be a mid-year review in late Autumn when there was more clarity on student numbers and likely income flows.

Revised Income Forecast

After the mid-year review, our forecast income from academic fees, after adjusting for fee waivers, had reduced by a net £6.7M compared with baseline budget. As previously indicated there was still an element of risk in our forecast due to assumptions about the number of students starting in the second semester. There was a risk in terms of both Health income and Postgraduate income.

Second semester starts particularly with regard to International students, were slightly disappointing and as result we have recognised a further shortfall of £550k in Postgraduate income and have reduced our Health income Forecast by £175K. This income has been offset by an increase in ESBE non academic fee income but the overall result is a reduction in our income forecast of £400K to £135.4M

Revised Surplus Forecast

The income reduction has had a direct impact on the surplus that the University is now forecasting. In addition, there have been a number of moves in the forecasts of support departments and the University is now forecasting a reduced surplus of £3.4M

The University continues to look for actions to improve our financial outturn but without impacting our long term gains in student retention and NSS scores.

. These have included:

- reducing the in year Investment fund from £3M to £2M (in previous years the investment fund was set at £1m for the year although it was increased this year to £3m. The level of funds committed YTD in 2012/13 is approximately £1m)
- recognising £500K of additional income and savings as proposed by Estates and Facilities, Residences and the Sports Academy following the re-forecast in those areas. This has been offset by a reduction in Research activity.
- identifying immediate actions to generate savings in excess of £2M that will not impact the student experience.

Forecast Changes		£ 'M
Original Budgeted Surplus		£7.2
Reduction In Fee income	(£7.4)	
Increase in other income	£0.3	
Reduced investment fund	£1.0	
Other savings to date	£2.3	
Reforecast Surplus		£3.4

In terms of short term viability we are in a surplus position overall but recognise that this year's forecast level of surplus at 2.5% of income will not be enough to finance future capital investment and maintain our long term sustainability. As a result, our focus over the next few months will be to continue to identify actions that can be taken to generate savings or revenues that will not impact the student experience.

In the longer term, our focus will continue to be on other areas of income generation and on ensuring that our portfolio of programmes and courses is suitable for the emerging marketplace.

Alongside this structural analysis we have revisited the 5 year forecast and this new forecast will be the benchmark for the budget setting process for next year.

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January 2013 Executive Summary

This Executive Summary reports on the Financial position of London South Bank University as at January 2013 and summarises the changes since the October Reforecast.

- 1 The Full Year Forecast as of January 2013 is trending towards a contribution of £3.4M. This a deterioration compared to the December 2012 Full Year Forecast which had a forecast surplus of £4M. The key drivers for the change in surplus are reduced income from second semester starts and increases in expense forecasts within ICT and EAF.
- 2 The October Reforecast assumed an income reduction against budget of £6.1M due to a shortfall of £4.2M in UG fee income and £2.1M in PG income. This month we have recognised a further shortfall of £75K in Home PG income and £475K in International PG income. We have also recognised the risk concerning recruitment onto Children's Nursing and so have reduced the HSC income forecast by £175K. The net impact is that our forecast for Academic Fees and Support grants has been reduced by a total of £650k.
- 3 The December forecast reflects the commitment to the Board that we would look for opportunities across the organisation for increased revenue and potential savings, without reducing capability or NSS scores. Savings of £1.4M have been identified, including staff savings of £650K and Opex savings of £350k. There has been a slight movement in January and certain costs with Estates and Facilities and ICT have moved £150K higher. We will continue to review our OPEX to ensure that we deliver closer to the December Full Year Forecast.

4 Table 1: Full Year Forecast vs. Budget

Financial Summary in £'m					Monthly Move	Jan 12 / variance		11 / 12 12/13 12 / 13 variance			
11 / 12 Actual	12/13 Budget	Dec 12 FYF	variance to Budget	13 FYF to Budget		Actual YTD	Budget YTD	Actual YTD	to YTD Budget		
Funding Council Grant	45.4	33.2	33.4	0.2	0.0	33.4	0.2	22.1	16.6	17.0	0.4
Academic Fees & Support Grants	74.7	92.3	85.6	-6.7	-0.7	84.9	-7.4	57.5	75.6	69.4	-6.2
Research Grants & Contracts	4.1	3.9	3.2	-0.7	-0.1	3.1	-0.8	2.2	1.9	1.6	-0.3
Other Operating	13.9	12.7	13.2	0.5	0.3	13.6	0.8	6.1	6.4	6.7	0.2
Endowments & Interest	0.7	0.3	0.3	0.0	0.0	0.3	0.0	0.2	0.2	0.1	-0.0
Income	138.7	142.5	135.8	-6.7	-0.4	135.4	-7.1	88.1	100.7	94.9	-5.8
in £'m					Monthly Move	Jan 12 / variance		11 / 12 12/13 12 / 13 variance			
11 / 12 Actual	12/13 Budget	Dec 12 FYF	variance to Budget	13 FYF to Budget		Actual YTD	Budget YTD	Actual YTD	to YTD Budget		
Staff Costs	74.9	77.4	75.4	2.0	0.0	75.5	1.9	37.0	39.1	37.4	1.7
Depreciation	8.0	8.7	8.2	0.5	0.0	8.2	0.5	4.1	4.3	3.9	0.5
Operating Expenses	43.0	40.3	40.3	-0.0	0.2	40.5	-0.2	15.5	17.7	16.5	1.2
Interest Payable	4.0	4.9	5.0	-0.0	0.0	5.0	-0.0	2.1	2.5	1.8	0.7
Exceptional Items	2.9	3.8	2.8	1.0	0.0	2.8	1.0	0.0	2.0	0.0	2.0
Expenditure	132.9	135.3	131.8	3.5	0.2	132.0	3.3	58.7	65.5	59.6	6.0
Surplus for the year	5.8	7.2	4.0		-0.6	3.4	-3.8				
Surplus as % of income	4.2%	5.1%	2.9%			2.5%					
Staff cost as % of income	54.0%	54.3%	55.6%			55.8%					

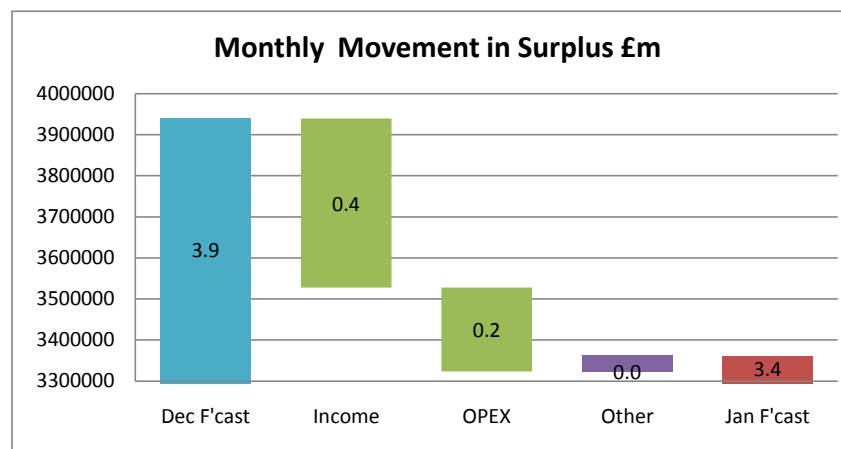
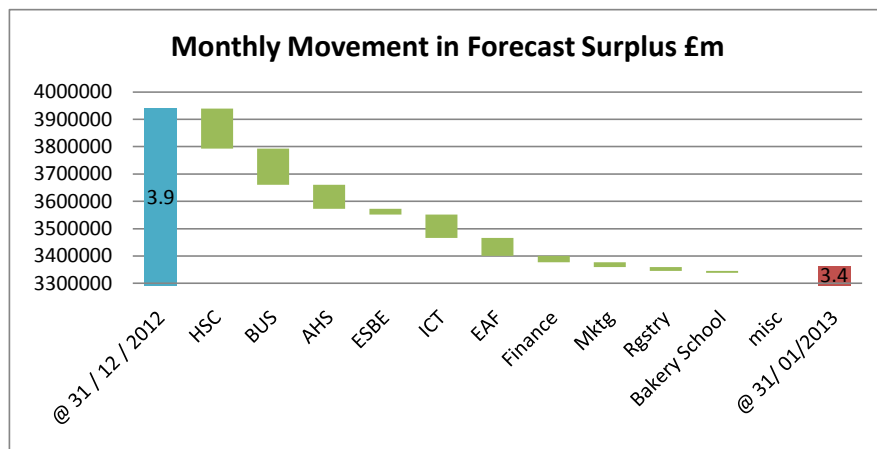
5 Risks and Contingencies

The Full Year Forecast contains a number of risks. The income forecast assumes an UG drop out rate similar to previous years. The provision for bursaries is similar to previous years but may have to be increased due to additional UG retention. The forecast continues to includes a provision of £1.5M for restructuring costs, £2.3M against FRS 17 and assumes a further £700K in year investment

6 Academic Fees analysis

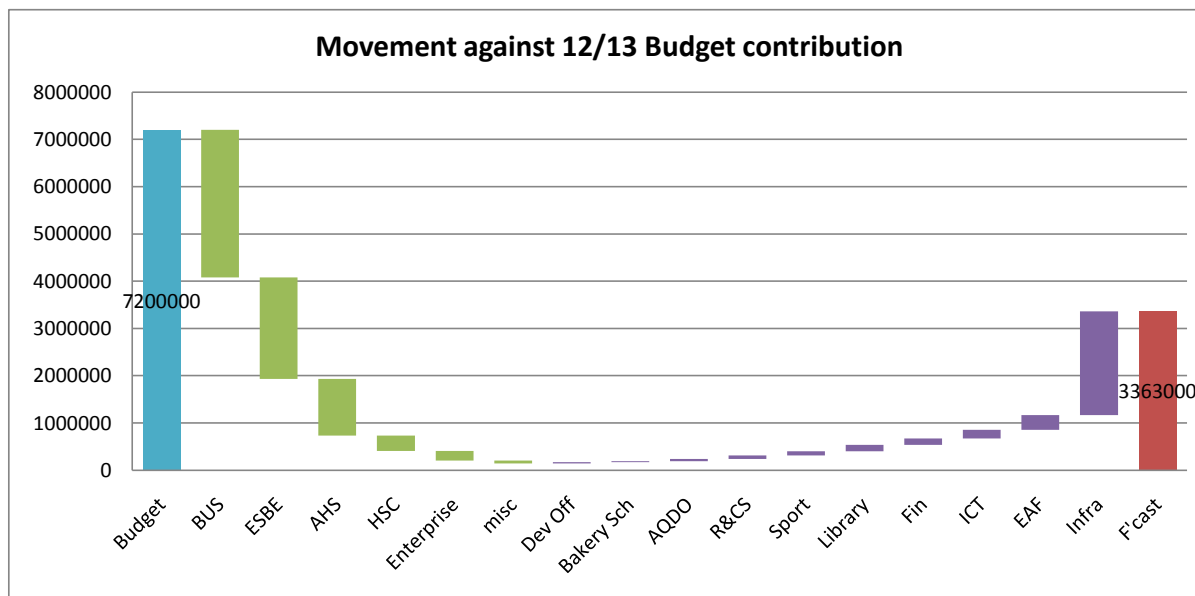
in £'m	12/13 Budget	Dec 12 FYF	Monthly Move	Jan 12 / variance	13 FYF to Budget	in £'m	11 / 12 Actual	12/13 Budget	Dec 12 FYF	Monthly Move	Jan 12 / 13 FYF	variance to Budget
Home & EU Fees - UG	41.6	37.9	0.0	37.9	-3.7	Overseas Fees - UG	6.4	5.8	5.4	0.0	5.4	-0.4
Home & EU Fees - PG	9.4	7.2	-0.1	7.1	-2.3	Overseas Fees - PG	3.2	3.4	3.5	-0.5	3.1	-0.3
Total Home & EU Fees	51.0	45.1	-0.1	45.0	-6.0	Total Overseas Fees	9.6	9.2	8.9	-0.5	8.5	-0.7

7 Variance Analysis on surplus



The key driver for the reduction in forecast is the reduced Postgraduate income associated with second semester starts and increased risk with regard to recruitment onto Children's Nursing. There were a number of small cost adjustments within both ICT and EAF which are being investigated. Our Overseas Income forecast now totals £8.5M. This is a reduction of £1.1M compared to the 2011 / 12 outturn.

8 Contribution Analysis



The average Faculty contribution has now dipped to 39% of income and represents an increase of £115K compared to the 2011 / 12 outturn. The faculty contribution forecast is £6.8M behind budget.

Contribution by Faculty

	10 / 11 Actual	11 / 12 Actual	Jan 12 / 13 FYF
AHS			
Income	26.9	27.6	27.7
Expenditure	16.2	16.1	15.4
Contribution	10.7	11.5	12.2
	40%	42%	44%
BUS			
Income	24.5	22.3	21.7
Expenditure	15.8	14.2	13.3
Contribution	8.7	8.1	8.4
	36%	36%	39%
ESBE			
Income	35.5	33.5	34.6
Expenditure	23.1	21.9	22.1
Contribution	12.4	11.7	12.5
	35%	35%	36%
HSC			
Income	37.2	37.3	35.9
Expenditure	22.5	21.4	21.8
Contribution	14.7	15.9	14.2
	40%	43%	39%
Total Contribution			
	46.5	47.2	47.3
	37%	39%	39%

Full Year Outturn Last Year (£)	YTD Actuals Last Year (£)	Description	FULL YEAR				YEAR TO DATE				Full year Forecast less Actual YTD (£)
			2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	Note %	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)	Note %	
(138,741,166)	(88,117,386)	Total Income	(135,376,028)	(142,464,491)	(7,088,463)	(5%)	(94,905,863)	(100,736,642)	(5,830,779)	(6%)	(40,470,165)
74,910,667	37,034,449	Total Staff Costs	75,475,715	77,411,644	1,935,929	3%	37,360,543	39,089,953	1,729,410	4%	38,115,172
8,031,256	4,114,690	Total Depreciation	8,201,977	8,730,438	528,461	6%	3,864,071	4,346,844	482,773	11%	4,337,906
43,017,662	15,505,244	Total Other Operating Expenses	40,533,492	40,331,851	(201,641)	(%)	16,517,567	17,683,343	1,165,775	7%	24,015,925
4,018,795	2,074,623	Total Interest Payable	4,953,157	4,942,262	(10,895)	(%)	1,811,807	2,471,131	659,324	27%	3,141,350
2,943,807	9	Total Exceptional Items	2,848,721	3,848,721	1,000,000	26%		1,951,135	1,951,135	100%	2,848,721
		Total Internal Allocations	228	635	407	64%		322	322	100%	229
(5,818,980)	(29,388,371)	Contribution	(3,362,738)	(7,198,941)	(3,836,202)	(53%)	(35,351,876)	(35,193,916)	157,961	%	31,989,138
		Staff costs as % of income	55.8%	54.3%			39.4%	38.8%			
		Contribution %	2.5%	5.1%			37.2%	34.9%			

Full Year Outturn Last Year (£)	YTD Actuals Last Year (£)	Description	FULL YEAR				YEAR TO DATE				Full year Forecast less Actual YTD (£)		
			2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£) %		Note	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£) %		Note	
(45,433,613)	(22,135,438)	Funding Council Grants	(33,423,741)	(33,196,788)	226,953	1%		(17,023,535)	(16,609,691)	413,845	2%		(16,400,205)
(74,670,927)	(57,488,743)	Academic Fees & Support Grants	(84,913,536)	(92,296,657)	(7,383,122)	(8%)		(69,431,622)	(75,610,198)	(6,178,576)	(8%)		(15,481,914)
(4,067,302)	(2,154,049)	Research Grants & Contracts	(3,128,294)	(3,911,110)	(782,816)	(20%)		(1,624,664)	(1,907,592)	(282,928)	(15%)		(1,503,630)
(13,880,815)	(6,117,173)	Other Operating Income	(13,573,280)	(12,736,636)	836,644	7%		(6,689,862)	(6,447,362)	242,501	4%		(6,883,418)
(688,509)	(221,984)	Endowment Income & Interest Receivable	(337,178)	(323,300)	13,878	4%		(136,179)	(161,800)	(25,621)	(16%)		(200,999)
(138,741,166)	(88,117,386)	Total Income	(135,376,028)	(142,464,491)	(7,088,463)	(5%)		(94,905,863)	(100,736,642)	(5,830,779)	(6%)		(40,470,165)
42,878,618	20,802,740	Academic	42,062,239	43,378,848	1,316,609	3%		20,969,407	21,714,579	745,173	3%		21,092,832
2,837,741	1,442,109	Technicians	2,772,788	2,823,940	51,152	2%		1,362,422	1,415,438	53,015	4%		1,410,366
26,455,447	13,355,474	Support	27,953,885	29,379,908	1,426,023	5%		13,483,867	14,794,535	1,310,668	9%		14,470,018
2,738,862	1,434,126	Third party staff	2,686,803	1,828,948	(857,854)	(47%)		1,544,847	1,165,401	(379,445)	(33%)		1,141,956
74,910,667	37,034,449	Total Staff Costs	75,475,715	77,411,644	1,935,929	3%		37,360,543	39,089,953	1,729,410	4%		38,115,172
8,031,256	4,114,690	Depreciation	8,201,977	8,730,438	528,461	6%		3,864,071	4,346,844	482,773	11%		4,337,906
8,031,256	4,114,690	Total Depreciation	8,201,977	8,730,438	528,461	6%		3,864,071	4,346,844	482,773	11%		4,337,906
1,714,210	578,710	Staff Related	1,997,690	1,668,945	(328,745)	(20%)		1,163,649	828,627	(335,022)	(40%)		834,041
1,335,460	181,787	Student Recruitment	1,146,367	1,430,496	284,129	20%		181,242	823,265	642,023	78%		965,124
4,257,540	289,194	Bursaries & Scholarships	2,453,970	2,452,829	(1,141)	(%)		335,616	217,321	(118,295)	(54%)		2,118,354
6,004,235	2,652,997	Teaching Delivery	6,672,980	6,533,501	(139,479)	(2%)		2,870,794	2,802,021	(68,773)	(2%)		3,802,185
2,268,935	754,464	Marketing & PR	2,529,886	2,454,531	(75,355)	(3%)		1,216,163	1,178,297	(37,866)	(3%)		1,313,723
3,217,817	1,584,679	Computing & Communication	2,947,926	2,919,367	(28,559)	(1%)		1,411,085	1,535,168	124,084	8%		1,536,841
16,185,782	6,726,758	Premises	15,290,852	15,226,197	(64,655)	(%)		6,763,162	6,670,347	(92,816)	(1%)		8,527,690
2,876,010	1,185,078	Legal & Professional	2,323,553	2,561,074	237,522	9%		989,534	1,081,220	91,686	8%		1,334,018
5,157,674	1,496,577	Other Operational	5,093,715	5,020,544	(73,171)	(1%)		1,586,322	2,458,070	871,749	35%		3,507,394
	55,000	Internal recharges	76,554	64,367	(12,188)	(19%)			89,006	89,006	100%		76,554
43,017,662	15,505,244	Total Other Operating Expenses	40,533,492	40,331,851	(201,641)	(%)		16,517,567	17,683,343	1,165,775	7%		24,015,925
4,018,795	2,074,623	Interest Payable	4,953,157	4,942,262	(10,895)	(%)		1,811,807	2,471,131	659,324	27%		3,141,350
4,018,795	2,074,623	Total Interest Payable	4,953,157	4,942,262	(10,895)	(%)		1,811,807	2,471,131	659,324	27%		3,141,350
2,943,807	9	Exceptional Items	2,848,721	3,848,721	1,000,000	26%			1,951,135	1,951,135	100%		2,848,721
2,943,807	9	Total Exceptional Items	2,848,721	3,848,721	1,000,000	26%			1,951,135	1,951,135	100%		2,848,721
		Internal Allocations	228	635	407	64%		()	322	322	100%		229
		Total Internal Allocations	228	635	407	64%		()	322	322	100%		229
(5,818,980)	(29,388,371)	Contribution	(3,362,738)	(7,198,941)	(3,836,202)	(53%)		(35,351,876)	(35,193,916)	157,961	%		31,989,138
		Staff costs as % of income	55.8%	54.3%				39.4%	38.8%				
		Contribution %	2.5%	5.1%				37.2%	34.9%				

Faculty/Department	Full Year														
	INCOME			STAFF COSTS			OTHER COSTS			SPACE CHARGE			Contribution		
	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)
Company Secretary	0	0	0	537,069	537,069	0	445,151	445,151	0	68,564	68,564	0	1,050,784	1,050,784	0
Arts & Human Sciences	-27,682,603	-28,810,508	-1,127,905	10,451,412	10,443,815	-7,597	2,603,369	2,539,357	-64,012	2,390,632	2,390,632	0	-12,237,190	-13,436,704	-1,199,514
LLU Plus	0	0	0	0	27	27	0	0	0	0	0	0	0	27	27
Bakery School	-888,396	-825,720	62,676	361,847	323,028	-38,819	63,480	63,480	0	151,440	151,440	0	-311,629	-287,772	23,857
Faculty of Business	-21,718,534	-24,871,639	-3,153,105	8,953,936	9,035,319	81,383	2,138,100	2,090,874	-47,226	2,238,502	2,238,501	-1	-8,387,996	-11,506,945	-3,118,949
Confucius Institute	-527,333	-550,322	-22,989	233,645	264,926	31,281	237,000	237,000	0	46,725	46,725	0	-9,963	-1,671	8,292
Engineering Science & the Built Environment	-34,627,749	-37,380,106	-2,752,357	13,469,146	13,869,106	399,960	3,371,854	3,573,719	201,865	5,286,491	5,286,899	408	-12,500,258	-14,650,382	-2,150,124
Health & Social Care	-35,929,415	-36,411,270	-481,855	16,407,190	16,704,676	297,486	2,791,629	2,652,984	-138,645	2,560,499	2,560,499	0	-14,170,097	-14,493,111	-323,014
Employability	0	0	0	3,000	3,000	0	57,500	57,500	0	0	0	0	60,500	60,500	0
Enterprise	-1,314,835	-2,278,455	-963,620	867,927	1,798,871	930,944	645,285	472,100	-173,185	118,588	118,588	0	316,965	111,104	-205,861
Finance	-461,717	-487,386	-25,669	2,658,689	2,677,444	18,755	963,133	1,060,094	96,961	213,238	213,238	0	3,373,343	3,463,390	90,047
Unallocated Infrastructure	1,365,400	2,562,950	1,197,550	234,600	234,600	0	6,656,045	7,656,045	1,000,000	0	0	0	8,256,045	10,453,595	2,197,550
Human Resources	0	0	0	1,443,507	1,443,463	-44	592,924	592,924	0	169,114	169,114	0	2,205,545	2,205,501	-44
Information Communication Technology Dept	-60,495	-60,495	0	3,219,259	3,288,765	69,506	2,993,618	3,103,062	109,444	411,841	411,841	0	6,564,223	6,743,173	178,950
Library and Learning	-241,150	-241,150	0	2,718,072	2,826,284	108,212	2,155,906	2,185,184	29,278	2,046,515	2,046,515	0	6,679,343	6,816,833	137,490
Estates & Facilities	-1,752,280	-1,758,801	-6,521	2,641,130	2,611,181	-29,949	21,945,616	22,292,777	347,161	-20,602,299	-20,602,299	0	2,232,167	2,542,858	310,691
R & CS	-8,849,000	-8,793,900	55,100	1,577,377	1,553,003	-24,374	2,942,581	2,985,350	42,769	3,294,772	3,294,772	0	-1,034,270	-960,775	73,495
Marketing & UK Student Recruitment	-1,021,784	-1,021,784	0	2,230,055	2,224,056	-5,999	2,121,054	2,121,054	0	105,784	105,784	0	3,435,109	3,429,110	-5,999
International Office	-22,560	-7,200	15,360	828,786	853,121	24,335	637,583	604,704	-32,879	213,599	213,599	0	1,657,408	1,664,224	6,816
Academic Quality & Development Office	-23,000	-6,000	17,000	534,519	518,276	-16,243	231,635	279,636	48,001	38,085	38,085	0	781,239	829,997	48,758
Research	-98,541	-98,541	0	240,914	238,140	-2,774	250,546	250,546	0	13,435	13,435	0	406,354	403,580	-2,774
Development Office & Alumni Relations	-64,715	-18,800	45,915	399,921	418,914	18,993	308,608	267,900	-40,708	29,920	29,920	0	673,734	697,934	24,200
Registry	-12,000	-12,000	0	1,711,355	1,757,021	45,666	372,424	324,423	-48,001	130,580	130,580	0	2,202,359	2,200,024	-2,335
Academy of Sport	-1,226,499	-1,184,192	42,307	801,811	845,980	44,169	668,849	668,849	0	472,489	472,489	0	716,650	803,126	86,476
Student Support	-218,822	-209,172	9,650	2,087,415	2,087,415	0	313,600	302,600	-11,000	229,636	229,636	0	2,411,829	2,410,479	-1,350
Student Union	0	0	0	0	0	0	650,000	650,000	0	290,360	290,360	0	940,360	940,360	0

Faculty/Department	Full Year														
	INCOME			STAFF COSTS			OTHER COSTS			SPACE CHARGE			Contribution		
	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)
Executive Office	0	0	0	863,133	854,146	-8,987	379,856	375,956	-3,900	81,718	81,718	0	1,324,707	1,311,820	-12,887
Grand Total	-135,376,028	-142,464,491	-7,088,463	75,475,715	77,411,646	1,935,931	56,537,346	57,853,269	1,315,923	228	635	407	-3,362,739	-7,198,941	-3,836,202

Faculty/Department	Full Year														
	INCOME			STAFF COSTS			OTHER COSTS			SPACE CHARGE			Contribution		
	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)
Company Secretary	0	0	0	7,943	7,943	0	0	0	0	0	0	0	7,943	7,943	0
Arts & Human Sciences	-80,200	0	80,200	180,430	86,872	-93,558	74,500	0	-74,500	0	0	0	174,730	86,872	-87,858
Bakery School	8,000	0	-8,000	3,503	3,803	300	0	0	0	0	0	0	11,503	3,803	-7,700
Faculty of Business	135,000	0	-135,000	-22,851	80,251	103,102	100,000	0	-100,000	0	0	0	212,149	80,251	-131,898
Confucius Institute	0	0	0	0	1,602	1,602	0	0	0	0	0	0	0	1,602	1,602
Engineering Science & the Built Environment	208,184	0	-208,184	6,296	105,812	99,516	-86,897	0	86,897	-408	0	408	127,175	105,812	-21,363
Health & Social Care	172,781	0	-172,781	123,391	146,641	23,250	-3,699	0	3,699	0	0	0	292,473	146,641	-145,832
Employability	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Enterprise	0	0	0	1,791	2,958	1,167	0	0	0	0	0	0	1,791	2,958	1,167
Finance	0	0	0	23,948	24,951	1,003	25,260	0	-25,260	0	0	0	49,208	24,951	-24,257
Unallocated Infrastructure	0	0	0	-666,000	-666,000	0	0	0	0	0	0	0	-666,000	-666,000	0
Human Resources	0	0	0	11,000	10,956	-44	0	0	0	0	0	0	11,000	10,956	-44
Information Communication Technology D	0	0	0	110,983	25,165	-85,818	0	0	0	0	0	0	110,983	25,165	-85,818
Library and Learning	0	0	0	-1,535	25,335	26,870	19,038	0	-19,038	0	0	0	17,503	25,335	7,832
Estates & Facilities	0	0	0	24,000	18,551	-5,449	59,360	0	-59,360	0	0	0	83,360	18,551	-64,809
R & CS	0	0	0	15,000	15,780	780	0	0	0	0	0	0	15,000	15,780	780
Marketing & UK Student Recruitment	0	0	0	44,850	28,263	-16,587	0	0	0	0	0	0	44,850	28,263	-16,587
International Office	-15,360	0	15,360	0	5,368	5,368	15,360	0	-15,360	0	0	0	0	5,368	5,368
Academic Quality & Development Office	-17,000	0	17,000	17,770	3,833	-13,937	0	0	0	0	0	0	770	3,833	3,063
Research	0	0	0	4,801	2,027	-2,774	0	0	0	0	0	0	4,801	2,027	-2,774
Development Office & Alumni Relations	0	0	0	1,100	2,829	1,729	0	0	0	0	0	0	1,100	2,829	1,729
Registry	0	0	0	28,226	13,892	-14,334	0	0	0	0	0	0	28,226	13,892	-14,334
Academy of Sport	0	0	0	0	6,189	6,189	0	0	0	0	0	0	0	6,189	6,189
Student Support	0	0	0	15,064	15,064	0	1,000	0	-1,000	0	0	0	16,064	15,064	-1,000
Student Union	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Faculty/Department	Full Year														
	INCOME			STAFF COSTS			OTHER COSTS			SPACE CHARGE			Contribution		
	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)	2012 Forecast (£)	2012 Budget (£)	Variance - Forecast to Budget (£)
Executive Office	0	0	0	31,591	31,899	308	0	0	0	0	0	0	31,591	31,899	308
Grand Total	411,405		-411,405	-38,699	-16	38,683	203,922		-203,922	-408	408	576,220	-16	-576,236	

Faculty/Department	Year to date														
	INCOME			STAFF COSTS			OTHER COSTS			SPACE CHARGE			Contribution		
	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)
Company Secretary	0	0	0	243,695	272,141	28,446	205,368	237,157	31,789	34,282	34,282	0	483,345	543,580	60,235
Arts & Human Sciences	-22,920,627	-24,318,511	-1,397,884	5,061,318	5,240,610	179,292	802,157	881,854	79,697	1,161,988	1,231,235	69,247	-15,895,164	-16,964,812	-1,069,648
LLU Plus	0	0	0	447	27	-420	-336	0	336	0	0	0	111	27	-84
Bakery School	-748,559	-682,810	65,749	203,375	163,024	-40,351	8,900	24,890	15,990	75,720	75,720	0	-460,564	-419,176	41,388
Faculty of Business	-18,129,017	-20,862,263	-2,733,246	4,511,404	4,495,073	-16,331	719,727	748,541	28,814	1,062,833	1,180,365	117,532	-11,835,053	-14,438,284	-2,603,231
Confucius Institute	-261,556	-274,294	-12,738	96,182	132,396	36,214	105,266	118,500	13,234	23,362	23,362	0	-36,746	-36	36,710
Engineering Science & the Built Environment	-25,850,201	-28,859,143	-3,008,942	6,581,943	6,932,097	350,154	1,123,234	1,468,067	344,833	2,587,908	2,732,590	144,682	-15,557,116	-17,726,389	-2,169,273
Health & Social Care	-19,206,769	-20,321,400	-1,114,631	8,063,809	8,425,763	361,954	1,302,343	1,314,951	12,608	1,281,450	1,316,226	34,776	-8,559,167	-9,264,460	-705,293
Employability	0	0	0	3,763	3,000	-763	28,081	57,500	29,419	0	0	0	31,844	60,500	28,656
Enterprise	-547,625	-1,139,228	-591,603	365,076	904,831	539,755	151,941	236,050	84,109	59,294	59,294	0	28,686	60,947	32,261
Finance	-221,252	-270,863	-49,611	1,409,237	1,447,065	37,828	450,372	359,223	-91,149	106,619	106,619	0	1,744,976	1,642,044	-102,932
Unallocated Infrastructure	-154,841	2,730,250	2,885,091	496,575	117,300	-379,275	739,127	3,854,797	3,115,670	0	0	0	1,080,861	6,702,347	5,621,486
Human Resources	0	0	0	670,651	706,964	36,313	260,186	267,961	7,775	84,557	84,557	0	1,015,394	1,059,482	44,088
Information Communication Technology Dept	-65,663	-30,357	35,306	1,602,244	1,651,133	48,889	1,434,201	1,563,895	129,694	205,920	205,920	0	3,176,702	3,390,591	213,889
Library and Learning	-150,826	-172,667	-21,841	1,299,576	1,415,234	115,658	989,179	886,325	-102,854	1,023,257	1,023,257	0	3,161,186	3,152,149	-9,037
Estates & Facilities	-881,435	-879,401	2,034	1,250,219	1,306,347	56,128	9,845,745	10,187,968	342,223	-10,157,382	-10,523,297	-365,915	57,147	91,617	34,470
R & CS	-4,465,980	-4,415,720	50,260	802,501	780,366	-22,135	1,437,773	1,559,540	121,767	1,647,386	1,647,386	0	-578,320	-428,428	149,892
Marketing & UK Student Recruitment	-427,213	-443,892	-16,679	1,083,435	1,119,029	35,594	1,079,396	983,455	-95,941	52,892	52,892	0	1,788,510	1,711,484	-77,026
International Office	-23,523	-3,600	19,923	359,469	427,219	67,750	213,541	264,413	50,872	106,799	106,799	0	656,286	794,831	138,545
Academic Quality & Development Office	-22,650	-6,000	16,650	237,721	281,093	43,372	-4,667	76,330	80,997	19,043	19,043	0	229,447	370,466	141,019
Research	-53,535	-49,270	4,265	134,836	119,703	-15,133	79,042	130,033	50,991	6,717	6,717	0	167,060	207,183	40,123
Development Office & Alumni Relations	-64,339	-9,650	54,689	186,790	201,989	15,199	150,328	112,950	-37,378	14,960	14,960	0	287,739	320,249	32,510
Registry	-6,129	-6,000	129	934,814	1,051,495	116,681	93,501	110,959	17,458	65,290	65,290	0	1,087,476	1,221,744	134,268
Academy of Sport	-587,644	-626,736	-39,092	398,866	425,132	26,266	371,469	369,596	-1,873	236,244	236,244	0	418,935	404,236	-14,699
Student Support	-116,478	-95,086	21,392	917,039	1,020,172	103,133	80,701	137,015	56,314	114,818	114,818	0	996,080	1,176,919	180,839
Student Union	0	0	0	0	0	0	342,742	325,000	-17,742	145,180	145,180	0	487,922	470,180	-17,742

Faculty/Department	Year to date														
	INCOME			STAFF COSTS			OTHER COSTS			SPACE CHARGE			Contribution		
	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)	2012 Actuals (£)	2012 Budget (£)	Variance - Actuals to Budget (£)
Executive Office	0	0	0	445,561	450,759	5,198	184,132	175,478	-8,654	40,859	40,859	0	670,552	667,096	-3,456
Grand Total	-94,905,862	-100,736,641	-5,830,779	37,360,546	39,089,962	1,729,416	22,193,449	26,452,448	4,258,999	-4	318	322	-35,351,871	-35,193,913	157,958

Description	Full Year	FORECAST FULL YEAR																
	2012 Forecast	2012 Teaching Total	2012 HEFCE	2012 Franchise	2012 Further Education	2012 TDA	2012 Health	2012 Research Total	2012 HEFCE R	2012 Research	2012 Enterprise Total	2012 Enterprise activity	2012 University Enterprise	2012 SBUEL	2012 Other Total	2012 Residences	2012 Catering	2012 Other/Support
	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)
Funding Grants	-33,423,741	-28,366,662	-27,790,930		-59,583	-516,150		-2,014,541	-2,014,541		-984,085		-476,817	-507,268	-2,058,453			-2,058,453
Health Contract	-27,401,709	-27,401,709					-27,401,709											
Home & EU Fees - UG	-37,871,004	-37,871,004	-37,867,064				-3,940											
Home & EU Fees - PG	-7,112,693	-7,112,693	-5,020,993			-2,069,700	-22,000											
Other Fees	-4,061,953	57,638	57,638					-3,040		-3,040	-4,078,551	-3,898,551	-180,000		-38,000			-38,000
Overseas Fees - UG	-5,414,340	-5,176,430	-5,144,930			-8,500	-23,000				-237,910	-237,910						
Overseas Fees - PG	-3,051,836	-3,051,836	-3,031,491			-11,345	-9,000											
Research Grants & Contracts	-3,128,294	137,919	137,919					-2,230,808		-2,230,808	-1,035,405	-641,500		-393,905				
Other Income - student related	-8,778,210	-96,500	-96,500								-20,000			-20,000	-8,661,710	-6,874,800	-1,281,200	-505,710
Other Operating Income	-4,795,070	-840,565	-435,919	-212,000	-40,000	-16,150	-136,496				-1,099,547	-233,600		-865,947	-2,854,958	-592,000	-101,000	-2,161,958
Endowment Income & Interest Receivable	-337,178										-8,300			-8,300	-328,878			-328,878
Total Income	-135,376,028	-109,721,843	-79,192,270	-212,000	-99,583	-2,621,844	-27,596,145	-4,248,389	-2,014,541	-2,233,848	-7,463,798	-5,011,562	-656,817	-1,795,420	-13,941,999	-7,466,800	-1,382,200	-5,092,999
Academic - Permanent staff	38,598,808	34,086,969	23,031,530			911,194	10,144,244	2,843,452	1,539,574	1,303,878	1,148,957	783,207	40,000	325,750	519,430			519,430
Academic - Temporary staff	3,463,430	2,821,466	2,449,446			173,995	198,024	170,495	93,069	77,426	244,168	244,168			227,301			227,301
Interdepartmental Delivery staff	1	1	1															
Technicians staff	2,772,788	1,965,497	1,821,421				144,076								807,291			807,291
Support - Permanent staff	27,437,429	5,633,922	3,979,596		5,002	206,716	1,442,607	177,997	65,390	112,607	922,794	66,865	359,117	496,812	20,702,716	478,617	563,776	19,660,323
Support - Temporary staff	516,456	107,875	107,875												408,581	44,000	6,000	358,581
Third party staff	2,686,803	1,116,591	136,600				979,991	11,581		11,581	57,736	17,000	40,736		1,500,894		98,000	1,402,894
Total Staff Costs	75,475,715	45,732,320	31,526,470		5,002	1,291,905	12,908,943	3,203,526	1,698,034	1,505,492	2,373,655	1,111,240	439,853	822,562	24,166,214	522,617	667,776	22,975,821
Depreciation	8,201,977	293,648	293,648					37,048	37,048		1,720	1,720			7,869,561	1,029,204		6,840,357
Total Depreciation	8,201,977	293,648	293,648					37,048	37,048		1,720	1,720			7,869,561	1,029,204		6,840,357
Staff Related	1,997,690	656,307	427,624			70,083	158,600	317,824	178,800	139,024	191,534	148,202	12,000	31,332	832,025		1,200	830,825
Marketing and PR	2,529,886	186,490	122,990			6,000	57,500	9,351	7,000	2,351	102,732	7,472	72,260	23,000	2,231,312			2,231,312
Student Recruitment	1,146,367	1,109,371	578,716	530,655											36,996			36,996
Bursaries and Scholarships	2,453,970	2,076,795	1,932,662			98,133	46,000	124,520	112,000	12,520	2,333		2,333		250,322			250,322
Student Related	5,898,631	1,496,150	600,000			29,250	866,900	56,255	13,500	42,755	921,966	796,466	125,000	500	3,424,260		48,000	3,376,260
Equipment	774,348	319,592	262,092			2,500	55,000	153,368	76,200	77,168	18,080	16,814	266	1,000	283,308	49,100	48,000	186,208
Computing	2,109,329	353,500	297,000			1,000	55,500	20,170	14,100	6,070	22,861	22,822	39		1,712,798			1,712,798
Utilities	3,593,693	12,500	12,500					10,000		10,000					3,571,193			3,571,193
Maintenance & Other Estate	7,262,997	81,508	77,788				3,720	9,039	9,039						7,172,450	58,700		7,113,750
Cleaning & Security	4,434,162	5,550	4,550				1,000								4,428,612	48,800	11,200	4,368,612
Financial	236,307														236,307			236,307

Description	Full Year	FORECAST FULL YEAR																
	2012 Forecast (£)	2012 Teaching Total (£)	2012 HEFCE (£)	2012 Franchise (£)	2012 Further Education (£)	2012 TDA (£)	2012 Health (£)	2012 Research Total (£)	2012 HEFCE R (£)	2012 Research (£)	2012 Enterprise Total (£)	2012 Enterprise activity (£)	2012 University Enterprise (£)	2012 SBUEL (£)	2012 Other Total (£)	2012 Residences (£)	2012 Catering (£)	2012 Other/Support (£)
Communications	838,597	47,800	36,550				11,250	396	300	96					790,402	15,500	1,000	773,901
Legal & Professional	2,323,553	258,000	213,500			21,000	23,500	187,954	59,561	128,394	216,649	72,142	37,970	106,537	1,660,949	6,300		1,654,649
Subscriptions and Membership Fees	715,284	93,300	69,400			2,000	21,900	25,000	25,000		15,000	15,000			581,984			581,984
Photocopying and Stationery	1,014,860	582,570	434,990			17,000	130,580	12,399	5,300	7,099	2,378	2,000	378		417,513	4,050	2,000	411,463
Other	3,127,264	187,008	149,208			10,000	27,800	269,463	8,046	261,417	294,608	31,183	96,083	167,342	2,376,184	102,000	964,731	1,309,453
Internal recharges	76,554	391,126	306,126			28,000	57,000	6,750	3,290	3,460	7,880	7,601	279		-329,201	71,700	-320,000	-80,901
Total Other Operating Expenses	40,533,492	7,857,567	5,525,696	530,655		284,966	1,516,251	1,202,489	512,136	690,354	1,796,021	1,119,702	346,608	329,711	29,677,415	356,150	756,131	28,565,134
Interest Payable	4,953,157	3,300,000	3,300,000												1,653,157	721,200		931,957
Total Interest Payable	4,953,157	3,300,000	3,300,000												1,653,157	721,200		931,957
Exceptional Items	2,848,721														2,848,721			2,848,721
Total Exceptional Items	2,848,721														2,848,721			2,848,721
Internal Allocations	228	11,708,303	9,121,005			289,039	2,298,259	485,249	4,913	480,336	511,787	91,971	118,588	301,228	-12,705,110	2,814,833	430,780	-15,950,723
Total Internal Allocations	228	11,708,303	9,121,005			289,039	2,298,259	485,249	4,913	480,336	511,787	91,971	118,588	301,228	-12,705,110	2,814,833	430,780	-15,950,723
Contribution	-3,362,738	-40,830,005	-29,425,451	318,655	-94,581	-755,935	-10,872,693	679,923	237,590	442,334	-2,780,615	-2,686,928	248,232	-341,919	39,567,958	-2,022,797	472,488	41,118,267

Description	Full Year		BUDGET FULL YEAR																
	2012 Forecast	2012 Budget	2012 Teaching Total	2012 HEFCE	2012 Franchise	2012 Further Education	2012 TDA	2012 Health	2012 Research Total	2012 HEFCE R	2012 Research	2012 Enterprise Total	2012 Enterprise activity	2012 University Enterprise	2012 SBUEL	2012 Other Total	2012 Residences	2012 Catering	2012 Other/Support
	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)
Total Income	-135,376,028	-142,464,491	-116,645,426	-85,824,963	-21,651	-40,000	-2,629,299	-28,129,512	-4,019,361	-1,974,541	-2,044,820	-8,333,872	-4,636,059	-1,571,187	-2,126,626	-13,465,833	-7,336,800	-1,457,100	-4,671,933
Total Staff Costs	75,475,715	77,411,644	46,685,505	32,192,597		10,002	1,384,747	13,098,158	2,930,865	1,689,637	1,241,228	3,310,547	1,066,807	1,080,504	1,163,235	24,484,727	531,456	664,153	23,289,118
Total Depreciation	8,201,977	8,730,438	293,648	293,648					27,048	27,048		1,720	1,720		8,408,022	1,029,204			7,378,818
Total Other Operating Expenses	40,533,492	40,331,851	7,991,635	5,830,119	417,000		227,166	1,517,350	1,057,167	482,136	575,031	1,673,671	1,135,562	324,100	214,009	29,609,378	351,150	811,900	28,446,328
Total Interest Payable	4,953,157	4,942,262	3,300,000	3,300,000												1,642,262	721,200		921,062
Total Exceptional Items	2,848,721	3,848,721														3,848,721			3,848,721
Total Internal Allocations	228	635	11,708,303	9,147,005			289,039	2,272,259	485,249	4,913	480,336	512,195	91,971	118,588	301,636	-12,705,111	2,814,833	430,780	-15,950,724
Contribution	-3,362,738	-7,198,941	-46,666,335	-35,061,593	395,349	-29,998	-728,348	-11,241,745	480,968	229,193	251,775	-2,835,739	-2,339,999	-47,995	-447,746	41,822,165	-1,888,957	449,734	43,261,389

Description	TOTALS		ACTUALS YEAR TO DATE																
	2012 Annual Forecast	2012 YTD Actuals	2012 Teaching Total	2012 HEFCE	2012 Franchise	2012 Further Education	2012 TDA	2012 Health	2012 Research Total	2012 HEFCE R	2012 Research	2012 Enterprise Total	2012 Enterprise activity	2012 University Enterprise	2012 SBUEL	2012 Other Total	2012 Residences	2012 Catering	2012 Other/Support
	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)	(£)
Total Income	-135,376,028	-94,905,863	-81,876,539	-65,296,143	-251,116	-63,369	-2,416,539	-13,849,372	-2,058,835	-1,030,901	-1,027,934	-4,019,099	-2,838,884	-294,316	-885,900	-6,951,390	-3,794,790	-632,626	-2,523,974
Total Staff Costs	75,475,715	37,360,543	22,278,160	15,434,885	316	3,289	560,538	6,279,133	1,489,904	773,083	716,821	1,156,718	590,150	229,575	336,993	12,435,761	265,600	322,915	11,847,246
Total Depreciation	8,201,977	3,864,071	111,696	107,465				4,231	29,581	29,581		686	686			3,722,108	521,895		3,200,213
Total Other Operating Expenses	40,533,492	16,517,567	2,535,088	1,629,512	96,792		90,882	717,903	324,835	128,674	196,161	665,791	509,273	139,616	16,902	12,991,853	142,377	390,006	12,459,470
Total Interest Payable	4,953,157	1,811,807	986,500	986,500												825,307	361,151		464,156
Total Exceptional Items	2,848,721																		
Total Internal Allocations	228	-	5,710,380	4,372,565			137,556	1,200,259	242,624	2,456	240,168	255,782	45,987	59,294	150,501	-6,208,787	1,407,417	215,390	-7,831,594
Contribution	-3,362,738	-35,351,876	-50,254,715	-42,765,216	-154,008	-60,080	-1,627,563	-5,647,846	28,109	-97,107	125,216	-1,940,121	-1,692,787	134,169	-381,503	16,814,850	-1,096,351	295,684	17,615,516

	PAPER NO: PR.10(13)	
Board/Committee:	Policy And Resources	
Date:	12 March 2013	
Paper title:	Treasury Management Report	
Author:	Brian Wiltshire, Treasury Manager	
Executive sponsor:	Richard Flatman, Executive Director of Finance	
Recommendation by the Executive:	<p>The Executive recommends that the committee:</p> <ul style="list-style-type: none"> • note the contents of this report, and • recommend to the Board of Governors the addition of Ralph Sanders as an authorised bank signatory. 	
Aspect of the Corporate Plan to which this will help deliver?	Financial Management /Sustainability	
Matter previously considered by:	Policy & Resources Committee	On: Each Meeting
Further approval required?	N/A	
Communications – who should be made aware of the decision?	N/A	

Executive summary

1. The University's total bank balances were £60.3m at 31 December 2012. This compares to £66.4m at 31 August 2012 and £68.4m at 31 December 2011. Interest earned for 4 months from 1 September 2012 - 31 December 2012 was £141k. Treasury Management during the period has been in compliance with agreed treasury policy.
2. Appendix A shows the monthly summary of closing bank balances and deposits as at 31 December 2012.

Balances at 31 December 2012

- The total bank account balance at 31 December 2012 was £60.3m compared to £66.4m at 31 August 2012. Analysis of the balances is as follows:

Banks	Balances at 31 December 12 £m	Balances at 31 August 12 £m
NatWest	14.6	14.6
HSBC	0.2	0.2
Lloyds TSB	10.3 ¹	10.3 ¹
Bank of Scotland	10.9 ²	10.9 ²
Barclays	9.0	15.2
Prime Rate Capital Management	5.1 ³	5.1 ³
Scottish Widows	10.2	10.1
Total	60.3	66.4

¹£10.3m on 6 month term deposit

²£5.2m on 3 month term deposit & £5.7m instant access

³£5.1m on Sterling Liquidity instant access

- A more detailed breakdown showing the individual accounts held is shown in Appendix A.

Cash Balances and term deposits

- The table below shows interest received in the 4 months to 31 December 2012 compared to budget and prior year.

Period	Actual to 31 December 12 £'000	Budget to 31 December 12 £'000	Actual to 31 December 11 £'000
Amount	141	105	228

- Interest received in the 4 months to 31 December 2012 is £36k above budget and £87k below the same period last year. The variance against the prior year is largely a due to having fewer term deposits maturing within the period covered by this report.
- The interest of £141k received in the 4 months to 31 December 2012 is broken down by account below:

Bank	Account Type	Interest Received £'000	YTD Interest Received £'000	Rate of Return (current)
Bank of Scotland	Inst. Access	7.8	26	0.40%
	Fixed Deposit	18.2	102	1.40%
Lloyds TSB	Inst. Access	0	0	0.50%
	Fixed Deposit	0	121.0	1.65%
Barclays	Inst. Access	7.7	47.1	0.65%
NatWest	Inst. Access	41	98.4	0.55%
NatWest Euro	Inst. Access	0	0	0.00%
HSBC Deposit	Inst. Access	0	0	0.05%
HSBC €Liq.	Inst. Access	0	0	0.05%
HSB C Euro	Inst. Access	0	1.7	0.40%
Prime Rate £ Liq.	Inst. Access	19.6	76	1.04%
Scottish Widows	7 Day Notice	31.6	93.9	1.85%
	Inst. Access	15.1	23.4	1.50%

Rollover of term Deposits

6. Since the last treasury management report, one fixed term deposit with a value of £5.2m placed with the Lloyds Banking Group matured and was reinvested inclusive of interest for a further 3 months at a rate of return of 1.15%.

Risk

7. Risk continues to be managed by the continued application of the treasury management procedures agreed by the Board of Governors. These procedures require that our cash deposits are diversified only across UK banks, and that cash is only placed on immediate access, short & medium term deposit. Subject to normal Board approval processes, exceptions are made as considered appropriate as in the case of Prime Rate where £5m was placed in liquidity funds on 10 January 2011.

Loans

8. The University's Loan Balance at 31 December 2012 is £31.2m split between AIB and Barclays Bank Plc. The table below shows the balance and repayable period per loan at 31 December 2012.

Bank	Balance 31 Dec 12 £'000	Repayable Period	Repayable Interest
AIB			
Dante Road	5,660	26.5 yrs to 2027	6.67% pa
Barclays Bank*			
David Bomberg House	5,985	25 yrs to 2032	5.67% pa
McLaren House	325	4 yrs to 2013	5.98% pa
K2 Loan 3	5,000	20 yrs to 2029	5.03% pa
K2 Loan 4	9,127	23.25 yrs to 2032	5.31% pa
K2 Loan 5	5,791	23 yrs to 2032	1.1875% pa

*Total Loan Balance with Barclays is £26.2m

9. The majority of these loans are at fixed rates for varying terms and penalties apply for early repayment. The exception is the variable rate K2 loan 5 where the current balance outstanding is £5.8m. However, the interest rate on this loan is such that we should not consider repayment at this stage.

Bank Transfer

10. On the 13 December 2012, £7m was transferred from Barclays to the main RBS/NatWest trading account. The purpose for this transfer was to redistribute account balances to ensure an even distribution of funds across operating bank accounts.

Bank Mandates

11. The Board of Governors recently gave approval to the removal of Cherie Chin-A-Fo, Financial Planning Manager, as an authorised signatory on University bank accounts following her resignation from the University. This was actioned on 9 October 2012.
12. Policy and Resources Committee is now asked to consider and recommend to Board that Ralph Sanders (the new Financial Planning Manager) be added as a Bank authorised signatory to all University bank accounts.

Brian Wiltshire
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Monthly summary of closing bank balances and deposits
as at 31 December 2012

Bank / Title	Type of Account	Agresso Account	31 December 2012		31 August 2012	
			Balance Currency	Balance Sterling	Balance Currency	Balance Sterling
			€	£	€	£
NatWest [LSBU's Main Trading Account]	Business Current Account	7160		0		28,596
	Special Interest Bearing Account	7160		9,688,463		10,092,138
	Euro Currency Account	7163	1,235,759	1,010,072	€ 1,237,644	980,115
NatWest [Charitable Funds]	Business Current Account	7161		0		0
	Special Interest Bearing Account	7161		2,245,853		1,991,442
HSBC	Business Current Account	7100		6,580		6,604
	Euro Currency Account	7111	342,128	279,645	€ 319,747	253,214
	Euro Liquidity Fund Class A	7115	77	63	€ 77	61
Lloyds TSB	Corporate Special Account	7166		238		41
	Treasury Deposit [6Mth F/Dep.] 1.60%	7166		10,274,837		10,274,837
Bank of Scotland	Corporate Deposit Account	7165		5,509,359		5,501,912
	Treasury Deposit [3Mth F/Dep.] 1.15%	7165		5,180,908		5,162,690
	Corporate Instant Access	7164		196,088		195,758
Prime Rate	Sterling Liquidity Cash Plus [T1 Inst Access]	7105		5,108,755		5,089,129
	Sterling Liquidity Fund [Inst Access]	7105		1,814		1,811
Barclays	Business Account	7116		766,786		6,725
	FIBCA / Platinum Account	7116		8,209,194		15,201,557
Scottish Widows Bank Plc	Deposit Account No Notice	7104		5,023,395		5,008,331
	Deposit Account 7 Day Notice	7114		5,160,211		5,128,691
Total LSBU Funds at Bank			1,577,964	58,662,260	€ 1,557,468	64,923,652
NatWest [Access Fund Account]	Business Current Account	7162		0		0
	Special Interest Bearing Account	7162		287,062		354,156
NatWest [SBU Enterprises Ltd]	Business Current Account	7160[SBUEL]		0		0
	Special Interest Bearing Account	7160[SBUEL]		1,389,736		1,148,346
Total Access & Enterprises Funds			0	1,676,798	0	1,502,501
Total Funds at Bank			1,577,964	60,339,058	€ 1,557,468	66,426,153
Difference Between Financial Periods			20,495.76	-6,087,094.96		

	PAPER NO: PR.11(13)	
Board/Committee:	Policy and Resources Committee	
Date:	12 March 2013	
Paper title:	Annual health and safety report	
Author:	Elijah Moyanah, Head of Health and Safety	
Executive sponsor:	Martin Earwicker, Vice Chancellor	
Recommendation by the Executive:	That the committee note the report	
Matter previously considered by:	Health and Safety Joint Committee	On: November 2012
	Executive	Via email – February 2013
Further approval required?	Board (for noting)	On: 21 March 2013
Communications – who should be made aware of the decision?	N/A	

Executive Summary

This report is an overview of university health and safety activity during the period 1st August 2011 to 31st July 2012.

Significant progress has been made with the latest statistics indicating for example, a general continued downward trend. Much credit for this is due to faculties and central services departments meeting the challenge of their individual as well as their health and safety collective responsibilities.

However, there is no need for complacency and the University aims to maintain the health and safety standards achieved so far and to continuously improve.

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1.0 Introduction

1.1 This annual report covers the period 1st August 2011 to 31st July 2012 and provides information on:

1.1.1 work carried out by Corporate Health and Safety Services (CHSS) on behalf of the University.

1.1.2 work carried out collectively by faculties and central services departments..

2.0 Policy

2.1 The University is committed to providing its students and staff with safe conditions in which to study and work and has put effective management arrangements in place to ensure the health, safety and well-being of students, staff, visitors and others who may be affected by University activities. Our aim is to manage risk by minimising adverse impacts to individuals, the environment as well as overall University business.

3.0 Organisation

3.1 In accordance with the University Health and Safety Policy, the Board of Governors is accountable for the provision of a workplace free from risk to the health and safety of students, staff and visitors. The Board has delegated the responsibility to lead on and manage health and safety to the University Executive. The Executive fulfils that responsibility through:

3.1.1 Professional advice from CHSS staff

3.1.2 The creation and training of staff structures in faculties and support departments.

3.1.3 Consultation with staff and students representatives.

3.1.4 Role as well as risk based health and safety training.

3.1.5 Pro-active monitoring including health and safety audits.

4.0 Planning and Implementation

4.1 Priority health and safety areas were implemented through line management and under the guidance of CHSS staff.

Areas identified included:

4.1.1 Staff stress management;

4.1.2 Health and safety training;

4.1.3 Occupational Health Service for staff;

4.1.4 Health and safety audits;

4.1.5 Fire safety management; and

4.1.6 Risk management

4.2 The above areas are in addition to day to day health and safety management activities.

4.3 As part of performance monitoring, Head of Health and Safety prepares the following reports:

4.3.1 Monthly report to the Executive;

4.3.2 Termly report to the University Health and Safety Joint Committee; and

4.3.3 Annual report to the Executive and Board of Governors.

5.0 Advice and Support

5.1 Health and safety advice is primarily provided by CHSS staff. The Team advises and provides support to students and staff on all aspects of health and safety (including fire safety).

5.2 The Team is supported by +/- 70 trained Departmental Health and Safety Co-ordinators located across the University and who provide the first point of contact for any health and safety issues which arise. This important role provides extra support and advice at a local level and assists line managers in discharging their health and safety responsibilities.

6.0 Health and Safety Training

6.1 Health and safety training is organised by the Organisational and Staff Development Team (OSDT) in liaison with CHSS. Training is provided as follows to:

Role base staff:

6.1.1 Executive and senior management – half a day course

6.1.2 Departmental Health and Safety Co-ordinators – 4 day Institute of Occupational Safety and Health (IOSH) Managing Safely course.

All staff (risk based) or based on needs analysis:

6.1.3 Risk Assessment

6.1.4 Manual Handling Operations

6.1.5 Control of Substances Hazardous to Health (COSHH)

6.1.6 First Aid at Work

6.1.7 Display Screen Equipment (DSE) Fire Warden/Co-ordinator course

6.2 CHSS are looking to introduce E-learning as a means of training some of the above areas.

7.0 Visit by the Health and Safety Executive (HSE)

7.1 The University had a planned visit (with less than a week's notice) from the HSE on 13th June aimed at reviewing how the University managed Legionella. It is thought the HSE made such visits to a number of London based institutions in an effort to avoid outbreak of Legionella during the summer Olympics.

7.2 Following discussions and examination of monitoring records and processes, a physical inspection of the 'Cooling Tower' servicing the Centre for Efficient and Renewable Energy in Buildings (CEREB) on the roof of K2 was conducted.

7.3 The HSE Inspector concluded that:

7.3.1 the management structures, arrangements, monitoring processes and practices were in place; hence Legionella was being managed well.

7.3.2 there was a need to consider how the University accesses the 'cooling tower' which is a sealed unit) to carryout 'critical parts' inspection and to include this aspect in the next review of the Legionella risk assessment. This action point was passed on to the University's main maintenance contractor Norland Managed Services (NMS) to implement.

7.4 Overall conclusion: This was a successful outcome.

8.0 Health and Safety Statistics

8.1 The University is relatively a Medium to Low risk organisation with a positive safety culture and we aim to maintain and improve this status. To this end we encourage all students, staff and contractors to report all accidents/incidents and hazardous conditions.

However, reporting of all accidents/incidents is still a challenge to the University.

Based on the reports received over a three year period, a comparison of University RIDDOR* accident rate with HE sector (representing +/-122 UK universities) has been made in table 1 below (with LSBU staff/students figures in brackets).

*RIDDOR – stands for Reporting of Injuries, Diseases and Dangerous Occurrences Regulations. Cases in this category are considered serious enough to warrant reporting them to the Health and Safety Executive (HSE).

8.2 On the whole, the RIDDOR rates for University staff/students are lower than those of the HE Sector.

8.3 Table 2 below, makes a 3 year comparison of RIDDOR cases within LSBU – which shows a general downward trend.

8.4 Table 3 below, makes a 3 year comparison of accident causes – which highlights Slips/Trip and Falls as the main common cause. CHSS are working collaboratively with Faculties/Departments and Facilities Department to reduce trip/slip/falls hazards.

London South Bank University

Graph 1: Three year RIDDOR rate comparison between LSBU and HE Sector

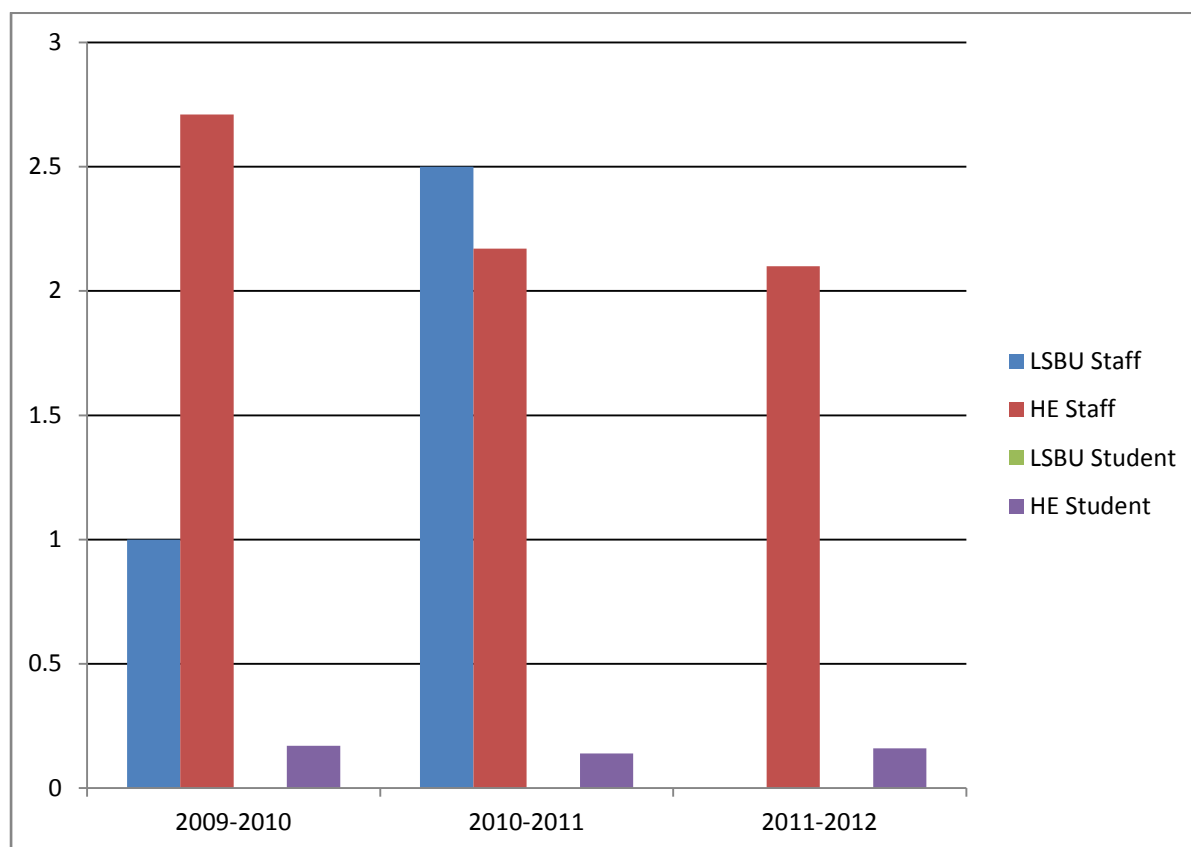


Table 1: Three year RIDDOR rate comparison between LSBU (figures in brackets) and HE Sector

Category	2009-2010		2010-2011		2011-2012	
	(LSBU)	(HE Sector)	(LSBU)	(HE Sector)	(LSBU)	(HE Sector)
Staff	(1.0)	2.71	(2.50)	2.17	(0.00)	2.10
Students	(0.0)	0.17	(0.00)	0.14	(0.00)	0.16

Graph 2: RIDDOR cases comparison by Population over the last 3 years.

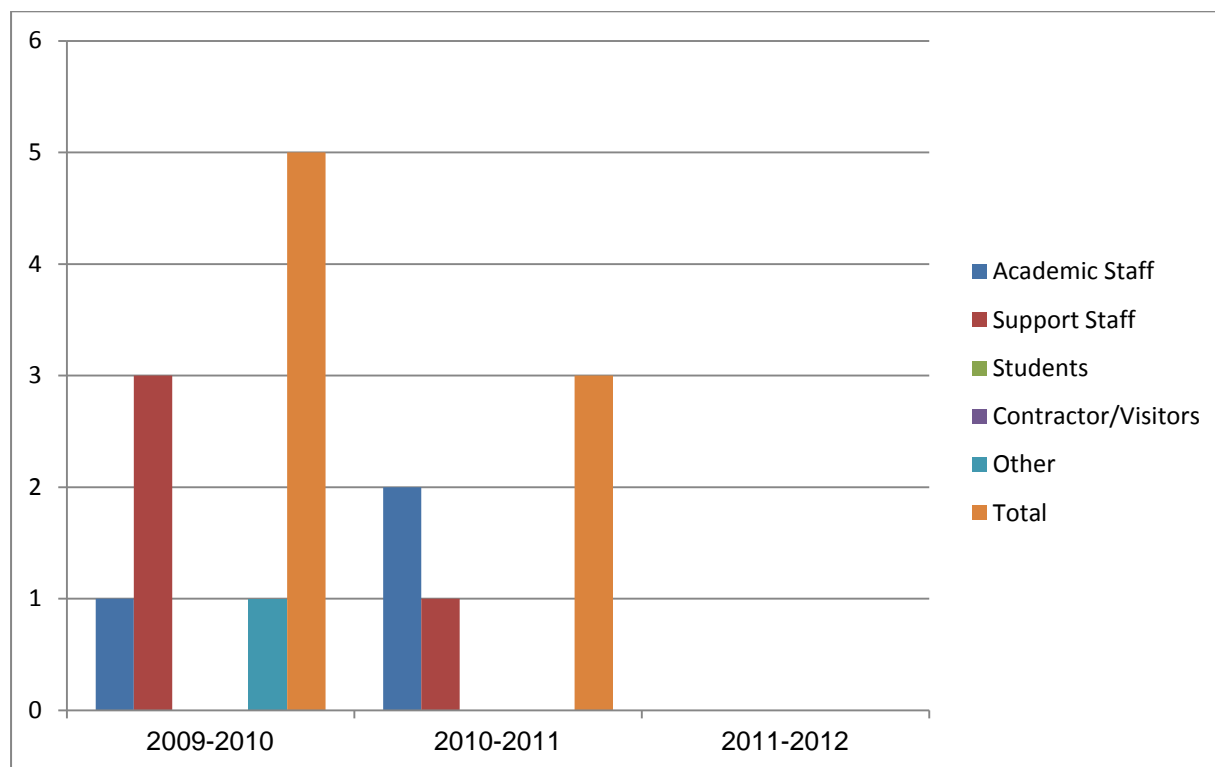


Table2 – RIDDOR cases by Population over the last 5 years

	2009-10	2010-11	2011-12
Academic Staff	1	2	0
Support Staff	3	1	0
Students	0	0	0
Contractor / Visitors	0	0	0
Other	1	0	0
Totals	5	3	0

Table 3: 5 common causes of accidents prioritised by the number of times they occurred over the last 3 years.

2009 - 2010	2010 - 2011	2011 - 2012
Struck by /against	Slips, trips and falls	Slips, trips and falls
Slips, trips and falls	Struck by/against	Struck by/against
Trapped by/against	Cut/Lacerations	Cut/Lacerations
Manual handling	Manual handling	Manual handling
Cut/lacerations	Trapped by/against	Trapped by/against

9.0 Concluding remarks

9.1 Based on the arrangements, planning and organising processes, the University's management of health and safety appears to be effective.

9.2 On the whole, the University has continued to experience lower RIDDOR accident rates for both staff and students per thousand exposed compared to the HE Sector.

Version 1.5