

## Meeting of the Remuneration Committee

12.30 - 2.30 pm on Tuesday, 6 November 2018  
in 1B16 - Technopark, SE1 6LN

### Agenda

<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
8.	Executive members' salaries and bonus	3 - 12	DP
13.	Executive staff leaving	13 - 14	DP

**Date of next meeting**  
**2.00 pm on Tuesday, 2 July 2019**

**Members:** Mee Ling Ng (Chair), Jerry Cope, Michael Cutbill and Douglas Denham St Pinnock

**In attendance:** David Phoenix, Michael Broadway and Markos Koumaditis

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# Agenda Item 8

CONFIDENTIAL - RESTRICTED TO MEETING PARTICIPANTS	
Paper title:	Reviewed Executive Objectives 2017-2018
Board/Committee:	Remuneration Committee
Date of meeting:	06 November 2018
Author(s):	Dave Phoenix
Sponsor(s):	Enter the name of the paper Sponsor(s) ( <i>Format: Name, Job title</i> )
Purpose:	For Approval
Recommendation:	To agree recommendations for senior post holders performance related bonuses (excluding the Vice Chancellor) and note payments to other members of the Executive and reports to the VC.

	Core Strategic Leadership objectives for the next year	VC review
Prof Pat Bailey	Improved student satisfaction and Yr1 progression. - 1) Metrics that indicate 3% improvement in overall student satisfaction. 2) Metrics that indicate 3% improvement in Yr1-to-2 progression.-	Objective one focused on student satisfaction and progression. This objective was not met with significant reduction in NSS results and concern regarding progression. we noted concerns regarding the impact of some in year challenges around timetabling & estates but my concern remained this area hadn't been sufficiently prioritised and that there appeared to be a lack of accountability from my initial meeting with the deans.
	Further improvement in the performance and potential of Schools.	Objective two regarding school performance was partially met. Clear indicators are in place and progress was made on environment through instigation of the change programme. As noted though some performance indicators have fallen and areas such of business are still not engaging with research and/or enterprise at the level expected. Concerns remain around Science and Engineering generally.
	Improved outcomes for sub-degree activities: 1) Yr0/Foundation Year. 2) Cert HE provision. 3) Support for core skills and failing modules ('Skills for Learning' team).	Objective 3 partially met. Activity was in place to provide additional support for foundation year students for the forthcoming year limited strategic intervention current year. The health FY had been successfully launched but other areas had been put on hold
	Step change projects, including: 1) Passmore Centre and IPTE (lead). 2) Substantial progress in exploring the vision and viability of the Community Hub ('Polyclinic'), and discussions concerning the potential for a Medical School (lead with Warren). 3) Revised course portfolios, in close collaboration with marketing team (lead	Objective four partially met. There has been excellent progress on the apprenticeship programs & the Passmore centre was on track for delivery. Discussion around community health/ medical school was ongoing but progress of been slow in identifying lead consultant to take this forward. Digitally

	with Nicole). 4) Digitally Enhanced Learning (working with Shân).	enhanced learning been slowed by lack of resource but as yet there wasn't a clear strategic view is to what this looked like but new features through pilot projects such as lecture capture were in place
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Prof Shân Wareing	<p>The Student Journey Transformation Project will progress successfully to its July 2018 milestones (these are being established via the business case at the time of writing), assuming the business case is approved.</p> <p>- Progress to stage gate 1, completing the 8 work package goals, getting Board approval for the programme.</p>	<p>Objective 1 student journey - Met. Initial case been approved by the board full business further business case to MPIC in November; PwC appointed as change agents. Lessons to be learnt in terms of drafting high-level strategic papers for the board to ensure engagement but strong interest across the institution on this key project</p>
	<p>Educational Framework and Portfolio Review Programme: implement the LSBU Educational Framework. Reshape of educational offer from an organic sprawl which damages the student journey and makes institutional reporting difficult and inaccurate into a commercially viable framework.</p>	<p>objective 2 - partially met - educational offer starting to be articulated but still evidence of inconsistency in delivery and approach this needed to be an area of focus as part of the 18/19 plan to ensure that the academic environment was world-class and distinctive</p>
	<p>The Digital Step Change Project successfully progressed to July 2018 goals</p>	<p>objective 3 digital step change project not met - progress had been made with limited resource to develop initiatives but there was still lack of clarity around what digital actually means for the future. This would be an area of focus now that ARR has moved under her leadership.</p>
	<p>Ensure that metrics which influence the University's reputation and quality processes are sustained /improved, as applicable</p>	<p>Objective 4 partially met - exceptional progress on student employment and a range of external awards. Shan was a key lead on the development of the TEF submission which obtained silver unfortunately delivery was let down with respect to NSS scores and some concern regarding potential retention data.</p>
	<p>Raise LSBU's profile and my own in the sector through external engagements and blogs. These also provide CPD opportunities to rehearse and refine my ideas on aspects of higher education leadership, and improve my communication and public speaking skills .</p>	<p>Objective 5 regarding development of profile Shân's developing good external reputation this objective was met</p>

Prof Paul Ivey	Core Strategic Leadership Objective Research Income (1) PGR Numbers (2) LDA & Environment (3) Enterprise & Innovation Income (1) Innovation Centres (2) LSBU - Enterprise (3)	objective 1 Met - research income met target, PhD by publications been launched and PGR numbers had grown to target. Enterprising income had met target and work to develop research environment was showing progress. Some areas of been slower than desired such as for example developing the Cambridge campus outlining business plan for SBE but significant achievement to hit targets and grow the pipeline for next year
	EU & OS recruitment EU & OS income (1) UKVI Compliance (2) Global college (3) International Partnerships TNE Income (1) Partners & Ops (2) Internationalisation (3)	Objective 2 international- EU targets were significantly over and overseas income target was expected to be met based on current recruitment patterns. UKVI compliance has been maintained and their is strong positive feedback from our partners in Egypt on Pauls leadership. Some developments around CEG and Bahrain look to be progressing more slowly than desired but some of this was down to external influence objective was met
	Confucius Institute School pupils (1) HSK & YCT students (2) LSBU Students (3) Caxton House Chinese Medicine (1) Acad. & Cultural (2) Caxton House (3)	Objective 3- the Confucius Institute was making good progress and remained well-positioned internationally but further work could be done to clarify future strategy and this will need embedding in next year's targets - objective partially met paragraph
	London London First WeAreWaterloo London Higher GLA AFC	objective 4 external engagement - feedback remained positive with exceptionally strong performance on the aimed Armed Forces covenant objective met

Nicole Louis	Development of marketing workforce to improve skills and motivation, enhancing capabilities to more effectively deliver best in class programmes	Objective one - development of the marketing workforce - leadership posts were now in place – staff roles had been filled- good progress was being made with respect to the team whilst work was still required I felt this objective had been met in the time frame given.
	Oversee comprehensive and integrated marketing recruitment programme for all under graduate and post graduate segments, to achieve agreed budgeted enrolment and revenue targets 2018/19	Objective two - In terms of marketing and student recruitment this had shown strong progress against all measures and there was significant impact from her engagement with the deans and professional services - considered the objective met
	Development of LSBU brand architecture and brand tool kit. Brand positioning campaign deployed through consistent brand advertising, public relations, internal communications	Objective three around development of the brand architecture was behind schedule and would need reconsidering in light of the developing group - work had been done to revamp the website and materials - this was partially met
	Lead market appraisal of LSBU portfolio at a subject level, leveraging market and competitor intelligence to identify areas for strategic portfolio development. Establish more effective programme to development and approval of new courses, aligned to market opportunity and reflecting appropriate lead times.	Objective four - review of the portfolio - was met in that analysis been undertaken and provided indepth for executive and deans although further work was required to convert market intelligence into action by work with exec colleagues.
	Oversee development of digital strategy and fully costed implementation plan for customer recruitment and conversion, reflecting a significant step change in digital experience to enhance customer recruitment, engagement and conversion across digital platforms including website.	objective five related to the development of a digital strategy this was not met but would be picked up as part of the future leap programme - key issue was lack of resource Objective six looking at customer journey was not yet met but would be picked up as part of the leap programme.
	Develop clear customer journeys for multiple LSBU student profiles which map out the current versus desired customer experience across the entire life cycle.	NONE

Ian Mertens	<p>Estate Development To continue to develop the estate development plans, to include St George's development, London Road and options for Technopark. This will include the implementation plan for the move of activities during the redevelopment minimising the disruption to the student experience, working with colleagues across the University and minimising the financial impact of the implementation.</p>	<p>Objective 1 with respect to estate development had been met although the progress of been slower than I would have liked and challenges remained developing the business case due to the funding model. We discussed the importance of communication and the fact that it remained the case that irrespective of the level of engagement estates believed was happening there was confusion on the ground regarding detail of stage changes and we needed to work on the relationship between estates and the wider constitution. Work being performed was to a high standard and Ian would look at handover to Paul.</p>
	<p>Digital Strategy To work with colleagues in DEL, CRIT, ICT Innovation and EAE to put in place the infrastructure to deliver the digital learning strategy.</p>	<p>Objective two around digital strategy was partially meet in that there was now an ICT technical roadmap but there was still lack of clarity regarding the overarching direction of travel in terms of digital strategy and digital environment. This would need</p>
	<p>Customer Service and Diversity To continue to develop the strategies and embed the work across the entire University.</p>	<p>Objective three on customer service and diversity was partially met. Ians contribution on EDI remain strong we agreed this would hand over to Nicole The Customer service framework that was in place would provide a strong base on which to build on this would handover also to Nicole.</p>
	<p>Service Integration To lead on the development of leadership structures for the delivery of an integrated service across the University, MAT and any FE entities, working with the Vice President Development who will lead on the academic delivery, together with the School leadership teams.</p>	<p>Objective four service integration had been met all the was ongoing discussed the work of the egroup and the need for this to begin showing outputs early in the New Year and also work with respect to Lambeth identifying basis for future integration believe most was on track for December. Wished Ian well for the future and the joint working with them and saw as a valued colleague</p>

Richard Flatman	Financial performance	Objective one had been fully met in that we maintained financial control & delivered within the budget
	Planning effectiveness and delivery	Objective 2 was partially met in that some work will has been undertaken to move towards threeyear budget proposals looking at bottom-up income projections but work was still required with
	Group/Family of Institutions	Objective 3 was met with strong engagement in the development of the family concept especially around Lambeth
	Pensions	objective 4 was partially met in that work had been undertaken to analyse options around pensions and there had been some discussion with executive but this hadn't yet been taken forward and was currently on hold until new HRD was formally appointed
	Estates development	Objective five was met in that support for Estates development was in train although progress in identifying some aspects of the development was slower than I would have liked Objective six with respect to payroll was met.
	Payroll- create effective payroll function with HR	Objective six with respect to payroll was met.

James Stevenson	To advise Jerry Cope, chair of the board, as required and to review the succession plan for the board of governors.	Objective one in terms of support for the board was met
	To advise the chair of the board on the subcommittee's review of the LSBU group governance and implement its findings.	Objective two met although progress with the governance agreements and schemes of delegation been slower than I would have liked
	To provide legal support and due diligence for key projects such as overseas developments and FE	Objective three met with strong support for new development such as Lambeth and JVs. Noted though that I still felt at times we were over reliant on external advice and the pace needed to managed across the team
	To sponsor a GDPR compliance plan over 2-3 years, including a business case for costs and resources required to complete the plan.	Objective four was met with good progress on GDPR. This would be an ongoing project that needed to be incorporated in business as usual
	To participate in the definition of shared services within a group of companies and, if necessary, the project to establish them.	Objective five was not met as progress on the development of the SLAs had not proceeded so expected this would provide focus next year
	To scope a project to simplify the set of corporate policies by re-writing in plain English. {note any external writing/editing expertise is uncosted / unbudgeted}	Objective six was partially met in that all the policies were now gathered in one place but there was still work to rewriting plain English. The intention was these would now be reviewed on a rolling basis as they came up for consideration but there was ongoing work to provide a simple group of policy frameworks

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	CONFIDENTIAL
Paper title:	Executive Staff
Board/Committee:	Remuneration Committee
Date of meeting:	6 <sup>th</sup> November 2018
Author:	Dr. Markos Koumaditis Acting Director of People and Organisation
Sponsor:	Prof. Shan Wareing DVC Education
Purpose:	For information
Recommendation:	The Board is requested to note the content of the report

## **Report on Executive Staff Leaving**

### **1.0 Background and Purpose**

- 1.1 To provide the Remuneration Committee with details of members of the Executive who have left or agreed terms for leaving, since the last meeting.

### **2.0 Posts**

- 2.1 The Executive Director of HR left on 16 June 2018. She was paid £34,615. This figure was arrived at based on buyout of 21 days unused holiday, 4 weeks Voluntary Severance to which she was entitled and 4 weeks for loss of office.
- 2.2 The Chief Operating Officer will be leaving on 31 December 2018, under the current Voluntary Severance Scheme. The payment under this scheme will be £17,973 plus £5,991 as buy out of unused holiday.

### **3.0 Recommendation**

1. To note the detail above.

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