

**Meeting of the Remuneration Committee**  
**6pm on Thursday, 24 November 2016**  
**in 1B27, Technopark, London Road, London SE1**

**Agenda**

<i>No.</i>	<i>Item</i>	<i>Paper No.</i>	<i>Presenter</i>
1.	Welcome and apologies		Chair
2.	Declarations of Interest <i>Governors are required to declare any interest in any item of business at this meeting</i>		Chair
3.	Minutes of meetings of 28 June 2016, and matters arising		Chair
4.	Executive Performance Related Pay	Rem.01(16)	VC
5.	Executive Team Salaries	Rem.02(16)	VC
6.	Executive Team Objectives for Next Year (to note)	Rem.03(16)	VC
7.	Pension Cash Supplement Scheme – update	Rem.04(16)	VC
8.	Vice Chancellor's Salary and Performance Pay, and Objectives for Next Year (to note)	Rem.05(16)	Chair of BoG
9.	Any Other Business		Chair
10.	Date and time of next meeting: 23 November 2017, 6 pm		Chair

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Paper title:	Senior Post Holders Bonus Assessment for the Financial Year 1 <sup>st</sup> August – 31 <sup>st</sup> July 2016
Board/Committee	<b>Remuneration Committee</b>
Date of meeting:	24 November 2016
Author:	
Executive/Operations sponsor:	Vice Chancellor
Purpose:	To agree recommendations for senior post holders bonuses (excluding the Vice Chancellor)

<b>Executive Summary</b>	
<b>Context</b>	Relevant to all aspects of the Strategy and Corporate Delivery Plan
<b>Question</b>	
<b>Conclusion &amp; Recommendation</b>	The university's financial performance has been strong with final outturn exceeding budgeted position hence Executive are eligible for bonus payments. Payments to executive are provided for note and recommendations for payment to Senior post holders are provided for review and approval.

Matter previously considered by:	N/A	
Further approval required?	No	On:

**Executive Bonus Appraisal.**

**1.0 Background:**

The university's financial performance has been strong with final outturn exceeding budgeted position hence Executive are eligible for bonus payments.

**2.0 Performance Ratings**

As part of the appraisal all members of Executive were graded in terms of both what was delivered and how it was delivered. The outcome was discussed as part of the appraisal process.

'The What'	Rating	'The How'
Objectives and core accountabilities fully delivered, far exceeding expectations.	Outstanding	Acts as, and is considered to be, a role model for the Behavioural Framework, clearly demonstrating how it guides their action, actively supports and challenges the behaviour of colleagues to enable them to do the same.
Objectives and core accountabilities fully delivered, exceeding expectations of quality, quantity and efficiency	Strong	Demonstrates all behaviours in a proactive way, clearly demonstrating to others how they guide actions
Objectives and core accountabilities fully delivered in line with expectations of quality, quantity and efficiency	Good	Acts in line with behavioural Framework, consistently demonstrating how the Framework guides their actions
Objectives and core accountabilities largely delivered but room for improvement and development	Requires Development	Usually acts in line with the Behavioural Framework
Objectives and core accountabilities not delivered	Under Performing	Does not consistently act in line with the Behavioural Framework

### **3.0 Outcomes**

Executive are eligible for up to 10% payment subject to the university meeting agreed surplus targets. The financial statements show that against a surplus target of £1M a final outturn of £3M was achieved.

The context for this year's awards is one of continuing change but also the first year of operating with the new structures in place hence a key aspect of the work was embedding these structures and dealing with challenges associated with any change of this type and scale. At the same time Executive committed to produce improvements reputation via improvement in key metrics such as student satisfaction, employability, and income. For the first time LSBU appears in the World rankings and improvements were seen in all national tables except the Times (which did though show a substantial points increase). Student employability improved significantly as did retention. NSS showed improvement across 5 of the 6 measures although overall satisfaction remained static.

#### **3.1 Executive bonus payments for information**

The following bonus payments have been agreed by the Vice chancellor and a summary of the individual reviews are given in the appendix. The information is provided for note and transparency

**a. Chief Operating Officer, Ian Mehrtens,**

Behaviours and approach judged as Outstanding with Ian taking a strong personal lead in areas linked to diversity. Performance judged as good with areas such as customer service being especially strong. Appointment of new Directors will enable progress on remaining areas.

*Recommendation: overall outstanding/good: 8%*

**b. Executive Director Human Resources, Mandy Eddolls**

Behaviours and approach judged as strong with good leadership in areas such as diversity. Performance judged as Good with progress in a number of challenging areas.

*Recommendation: overall Strong/Good : 6%*

**c. Pro Vice Chancellor Research and External Engagement**

Behaviours had shown good improvement regarding team dynamic and were judged as good with performance still judged as required improvement. In many areas though significant progress had been made on issues around 'environment' but this had not yet tracked through to key outcomes such as research enterprise

and international income.

*Recommendation: Overall good/requires improvement : 4%*

**d. Pro Vice Chancellor Student Experience Shan Wareing**

Behaviours and approach judged as strong with performance judged as Good In areas of partial completion there was a need to reflect on how large picture was turned into clear road map for delivery.

*Recommendation: Overall Strong/Good : 6%*

In future years it is proposed to include Prof R Bhamidimarri in the bonus scheme as part of his work developing the multi academy trust.

**3.2 Senior Post holder recommendations for review and approval**

The following bonus payments are recommended for designated senior post holders for review and agreement:

**a. Chief Finance Officer, Richard Flatman**

Behaviours and approach both judged as strong with performance judged as strong *Recommendation: overall Strong : 8%*

**b. Deputy Chancellor Patrick Bailey**

Behaviours judged as strong and delivery judged as strong. A number of the partially met objectives relate to medium term deliverables and complex strategic issues that are showing good progress.

*Recommendation: Strong/strong 8%*

**c. Company Secretary, James Stevenson**

Behaviours judged as strong with improvements in engagement over the year. Performance judged as good but with a note that there needs to be reflection on the effectiveness of what is delivered rather than simply the process outcome.

*Recommendation: Overall rating Strong/Good 6%*



<p><b>NAME:</b> RICHARD FLATMAN</p>	<p><b>POSITION:</b> CHIEF FINANCIAL OFFICER</p>
<p><b>OBJECTIVE 1:</b> Continued tight financial control and delivery of agreed budget surplus of £1m after taking account of in year adjustments to reflect anticipated funding cuts - <b>MET</b></p>	
<p><b>COMMENTS:</b> On target to deliver £1m surplus. July 2016 management accounts show surplus of £3m+. Effective mid-year budget review process. Tight control over income forecasts at mid-year highlighting one of real benefits of creating FMI. WPM used effectively to record module profitability.</p>	
<p><b>OBJECTIVE 2:</b> Effective implementation of data assurance processes <b>MET</b></p>	
<p><b>COMMENTS:</b> Good progress made. Policy and framework approved and regular meetings held. Data Assurance group established and operational. Reporting structure agreed and reports issued to Operations Board and Audit Committee. Data return sign off process working effectively. Processes reviewed by Internal auditors and no significant issues identified.</p>	
<p><b>OBJECTIVE 3:</b> Corporate performance dashboard developed and corporate performance reporting embedded into established routines, including effective process for reporting to Board regarding progress on implementation of corporate strategy <b>PARTIALLY MET</b></p>	
<p><b>COMMENTS:</b> Dashboard phase 1 piloted, tested and rolled out. Presented to Operations Board and very positive feedback. Ongoing challenges around awareness, use and data update. Proposals developed for phase 2 options of management information optimization (MIO) project in consultation with. Report structure and templates agreed for reporting progress against corporate strategy and goals. First report to governors November 2015. Most recent report in May 2016 received positive feedback from Board in terms of structure. Further work to focus on effectiveness of planning process and development score card was needed</p>	
<p><b>OBJECTIVE 4:</b> Full implementation of FRS102 for group statutory financial reporting <b>MET</b></p>	
<p><b>COMMENTS:</b> Update provided to July Board of Governors. On track and will be fully implemented in accordance with requirements. Accounting policies agreed in full by Audit Committee. Covenants reviewed and amended. Loans checked for disclosure. Land valuation undertaken. Changes to holiday year end implemented. Well prepared for transitional adjustments / year end accounts preparation (as confirmed by interim external audit visit).</p>	
<p><b>OBJECTIVE 5:</b> Effective development of FMI including the embedding of the New team structures <b>MET</b></p>	
<p><b>COMMENTS:</b> Clarity on functional structure, leadership team and local FMI RACI chart. Proposals developed for “12 month on” re-structure to streamline Registry and align BIU with information and planning teams in FMI. Positive FMI output from staff engagement survey (66% engagement score). Noted need to do further work on customer service rather than process focus – work currently underway</p>	
<p><b>OVERALL BONUS ASSESSMENT:</b></p> <p><b>Recommendation:</b> Behaviours and approach judged as strong with performance judged as strong Areas for further work are around ensuring efficacy of institutional performance management process and data score cards. Recommendation: overall Strong : 8%</p>	



<b>NAME:</b> PROFESSOR PATRICK BAILEY	<b>POSITION:</b> DEPUTY VICE CHANCELLOR
<b>OBJECTIVE 1: School delivery MET</b>	
<b>COMMENTS:</b> Deans continue to develop well. Oversaw leadership and personal development, and very successful Away Day in May 2016, which led directly to a range of actions. Despite shortfall in student recruitment at the start of the year, Schools did well during the year, meeting the aggregate KPI targets. An important development has been work on getting robust data and an agreed top-level dashboard – these are now pretty well in place, and will be used by Schools in 2016-17. Year 1-to-2 progression into 2015-16 showed a 3% improvement; retention in-year has also been the best on record (4 years), although the key measure will be progression into the new Year 2.	
<b>OBJECTIVE 2: Academic Shape - review the academic shape concerning subject coverage, and the balance between the various types of student (UG/PGT/R; FT/PT; home-EU/int'l) PARTIALLY MET</b>	
<b>COMMENTS:</b> The Portfolio Review included all UG and PGT, and led to the removal of 20% of the courses, and some major revisions to the portfolios. These were followed through this year, with significant changes in ACI, ENG and APS; major review of all pre-reg in HSC; completely revamped year 1 in BUS; 'Trailblazer Apprenticeships' in BEA; review of LSS (major changes planned for coming year). All new courses have been funded through budgeting round or separate business cases. Major new growth areas identified but plans need to be developed over the coming months. Year 0 review deferred due to IPTE and Apprenticeships being developed.	
<b>OBJECTIVE 3: Academic Framework MET</b>	
<b>COMMENTS:</b> New 'Academic Framework' fully implemented, including PL restructuring, introduction of Grade 7/8 criteria, establishment of Grade 6 GTAs, and very successful promotions round. Development of workforce concept based on this model still requires work	
<b>OBJECTIVE 4: Strategy for the FE-HE interface MET</b>	
<b>COMMENTS:</b> College strategy agreed with the outreach/recruitment team for partnerships, including new (and unique) progression agreement with OCN London. Close working relationship with Morley College; the Business Case work on this crucial for decision NOT to progress with formal partnership, but also was almost certainly critical to successful HEFCE Catalyst bid. IPTE remit evolved substantially during the year and is now finalised; HEFCE Catalyst bid for £3M successful. Soft launch scheduled for this autumn.	
<b>OBJECTIVE 5: Input into Estates developments MET</b>	
<b>COMMENTS:</b> Elephant Studios successfully launched. Involved in longer term Estates strategy, but the St. Georges Quarter development will kick in this coming year.	
<b>OVERALL BONUS ASSESSMENT:</b>	
Behaviours judged as strong and delivery judged as strong. A number of the partially met objectives relate to medium term and complex strategic issues that are showing good progress.	
<b>Recommendation:</b> Strong/good 8%	

<p><b>NAME:</b> JAMES STEVENSON</p>	<p><b>POSITION:</b> UNIVERSITY SECRETARY AND CLERK TO THE BOARD OF GOVERNORS</p>
<p><b>OBJECTIVE 1:</b> To advise Jerry Cope, the new Chairman of the Board, as required and ensure effective implementation of the governance effectiveness review of July 2015. <b>MET</b></p>	
<p><b>COMMENTS:</b> Governance chart circulated and implementation report to May board. ToRs defined for all committees and being operated GER closure update to July board, final to October board. Need to now focus on effectiveness of processes though. Supported chair on governor succession and chancellor recruitment.</p>	
<p><b>OBJECTIVE 2:</b> To set the strategy for the provision of legal services within LSBU group, including SBUEL and, if necessary, for further education and international. <b>MET</b></p>	
<p><b>COMMENTS:</b> University solicitor job sharer started Feb 2016 and new Legal officer. Team development during March/April &amp; re-define service including off site visits to look at practice elsewhere.</p>	
<p><b>OBJECTIVE 3:</b> To ensure the continued development of the Executive Professional function including the definition of medium-term priorities for the Business Intelligence Unit, in the context of the corporate strategy 2015-20. And working with PVC to ensure the effectiveness of the student complaints procedure and conciliators. <b>MET</b></p>	
<p><b>COMMENTS:</b> BIU responsibilities agreed with FMI. Conciliators in place and trained and system being operated. FMI reorganisation takes forward planning role of BIU in 2016/17.</p>	
<p><b>OBJECTIVE 4:</b> To sponsor the organisational approach to talent management succession planning, as managed by the organisational development team.</p>	
<p><b>COMMENTS:</b> Project did not proceed.</p>	
<p><b>OBJECTIVE 5:</b> To monitor the effectiveness of the student conciliators in their role to resolve student complaints at an early stage. <b>MET</b></p>	
<p><b>COMMENTS:</b> To date 9 conciliators in place and trained. For 2015/16: of 99 internal complaints, 31 referred to conciliation, of which 19 closed at stage 1 and 12 at stage 2. Expect reduction in OIA cases</p>	
<p><b>OBJECTIVE 6:</b> To establish a corporate policy library accessible by staff. <b>PARTIALLY MET</b></p>	
<p><b>COMMENTS:</b> Exec and Ops briefed on purpose of policy and need to simplify. Review of existing policy library completed. New policy library created by IC, started loading documents. Old will switch off with old intranet but this now needs to be taken forward.</p>	
<p><b>OVERALL BONUS ASSESSMENT</b> Behaviours judged as strong with improvements in engagement over the year. Performance judged as good but with a note that there needs to be reflection on the effectiveness of what is delivered rather than simply the process outcome. <b>Recommendation:</b> Overall rating Strong/Good 6%</p>	

<p><b>NAME:</b> <b>SHÂN WAREING</b></p>	<p><b>POSITION:</b> <b>PRO-VICE CHANCELLOR EDUCATION AND STUDENT EXPERIENCE</b></p>
<p><b>OBJECTIVE 1:</b> Establish a Centre for Research Informed Teaching as a means to drive forwards the LSBU Learning Pathway. <b>PARTIALLY MET</b></p>	
<p><b>COMMENTS:</b> Two appointments made: Director of Research Informed Teaching (started June 16) and Head of Digitally Enhanced Learning (started April 16). LSBU Educational Framework developed in 2015/6 through staff/student/employer consultation but outcomes not yet communicated. CRIT has been briefed to support implementation and enhancement of the LSBU EF, integrating inclusivity, via HEA accredited CPD in 2016/7. Numbers of staff engaging successfully in ACHIEVE have exceeded expectations. The HEA analyst described our results as "impressive." Charts are shown below, documenting a steep improvement in terms of recognition. Need to now further develop in house capacity</p>	
<p><b>OBJECTIVE 2:</b> Lead developments in staff development, accreditation and quality processes with a view to a new UK quality regime. <b>MET</b></p>	
<p><b>COMMENTS:</b> Revised approved regulations are 7 pages and have achieved a Crystal Mark for Plain English Institutional Examiner role is defined and candidate identified for approval in August (Dr Claire Taylor, DVC Glyndwr University and member of HEFCE sub-committee HE Public Information Steering Group, London Higher Access HE Steering Group and the LFHE Membership Advisory Group.) Academic Audit process has been established; collaborative provision will be looked at first, followed by assessment and APL arrangements.</p>	
<p><b>OBJECTIVE 3:</b> Increase the audibility and the impact of the student voice, including establishing clear and effective processes for appeals and complaints. <b>MET</b></p>	
<p><b>COMMENTS:</b> Culture of student engagement building via DESEs. NSS completion rate of 82% was reached using plans set in place at start of year and without additional fuss NSS results slightly improved at institutional level 0-1%; some significant successes. Appeals, complaints and student disciplinary processes brought into alignment to into same team. Appeals project successfully completed and a 75% reduction in completion of procedures was achieved in the 1<sup>st</sup> 6 months of 2015/6. Undertaken strategic leadership of student communications and drafted a plan for 2016/7 and 2017-2020. Initiated a review of the university CRM to complement student communications plan Initiated a student re-enrolment project, contacting students who have not re-enrolled in September 2016 after identifying this as a group about whom the university has little data and makes few interventions. Implemented a process of interviews with students intending to withdraw. Successfully converted a proportion of students intending to withdraw either to remain or to interrupt.</p>	
<p><b>OBJECTIVE 4:</b> Define learning pathway and implement delivery plan including detailed recommendations for clear and robust support for the Technology Enhanced Learning Infrastructure, and support for pedagogic developments and technical training. <b>PARTIALLY MET</b></p>	
<p><b>COMMENTS:</b> Service level agreements for core TEL business systems (Moodle and My LSBU) – greater clarity and development plans in place, including additional resource allocation. Academic levels of participation in training and projects (targets to be set after initial consultation with Schools) – these will be established in 2016/7 via a DEL task and finish group. Learning pathway defined, and communication underway but needs further work. Teaching Investment fund – successfully and impactful allocated – learning resources up again. Graduate attributes defined and linked to learning pathway – approach defined;</p>	
<p><b>OBJECTIVE 5:</b> Implement structures to support graduate employability. <b>PARTIALLY MET</b></p>	

**COMMENTS:** Business case for student temps /recruitment agency agreed at Exec July 2016 but needs progress. Increase in placements supported through implementation of a new digital platform and new leadership in Student Services and Employment

- DLHE headline targets all exceeded last year's results
- Achieved internal target of 93% positive outcomes
- Marked increase in EPI outcomes, supported through Winter Internships and PG Cert
- All Schools outperformed against last year

DLHE Score	2016	2017
LSBU	67.9	75.4
Sector Average	69	72

#### OVERALL BONUS ASSESSMENT

Behaviours and approach judged as strong with performance judged as Good In areas of partial completion there was a need to reflect on how large picture was turned into clear road map for delivery.

Recommendation: overall Strong/Good : 6%

<p><b>NAME:</b> PAUL IVEY</p>	<p><b>POSITION:</b> PRO-VICE CHANCELLOR RESEARCH &amp; ENGAGEMENT</p>
<p><b>OBJECTIVE 1:</b> Developed research and enterprise activity. <b>PARTIALLY MET</b></p>	
<p><b>COMMENTS:</b> Research target of £2.165M has a shortfall of £377K, Enterprise target of £10.210M has a shortfall of £913K. KTP numbers are 3 live and 3 in the July submission following external application difficulties at the project approval stage; another 10 applications are waiting on submission, however only 2-3 submission at being permitted at each review. The research pipeline of projects in submission at £7.274M is the largest LSBU has ever generated, comprising some 71 projects with contributions from all schools. The enterprise pipeline is £14.757M, of which £11.584M is from the schools and £3.173M is from REI. In terms of YoY bid comparisons core enterprise is up 39%, KTP is up 65% and regeneration at £3.173M has increased from nothing.</p> <p>PGR numbers have grown from 0 FT starts in 2013/2014, to 14 in 2014/2015 to 64 in 2015/2016. The PGR pathway has been re-designed, student workshops run throughout the year, the Doctoral ‘College’ supporting PGR experience, professoriate and research concordat initiated and Deputy director appointed, PGR student management system HAPLO procured together with training and IT support. Research board of study and research committee operating well. A ‘research sabbatical’ competition generated 11 quality proposals having high potential for multidisciplinary new ‘seams’ of research at LSBU: four have been funded for 2016/2017 with a launch event planned for the Autumn to celebrate all the submissions.</p> <p>Bid development and paper writing workshop designed with HR OD colleagues and delivered across LSBU in addition to resourcing personal development tutorials on a one to one basis. Some 30 academics have taken up this offer and this will expand as the approach to the research concordat becomes firmer. Introduced a new pre-award and post award process for research and enterprise contracts and responded to audit reviews from both PWC and the EU. Enterprise activity at LSBU has been shortlisted for a National Business Award and we are waiting upon the outcome of a similar application to the Times Higher Award competition. Oversight of SBUEL has moved from the board of Governors to the Executive, and a ‘thought piece’ on future development of the company is in development examining models for all enterprise income through SBUEL and subsidiary companies.</p>	
<p><b>OBJECTIVE 2: Internationalisation in Schools and new portfolio identified. PARTIALLY MET</b></p>	
<p>Undergraduate recruitment is in line with 2015/2016 numbers for a September start whilst, at present, PGT acceptances are some 20% (or 140 in number) behind. This is despite revised targeted marketing with agents, a revised prospectus, outstanding ISB results (first across ALL London HEIs for internet access, social facilities, transport links, study sense, bank accounts, in top 3 for employability, feedback, VLE and in the top 5 for international student advice, catering and personal tutors). Two significant errors in data management have been corrected however. Decision to merge international directorates has seen the amicable departure of two directors, the appointment of a new director and member of operations board (effective 5<sup>th</sup> October) and the successful integration and management of these two teams / budgets in the interregnum. CEG housing and timetabling issues resolved through hosting by the School of Business, 1+3 course model agreed for 2016/2017 start, YoY anticipated enrolments at 104 up 10% on last year suggesting reduced ‘leakage’ to other Universities indeed we have secured for the first time students from other CEG partner Universities. Marketing agreement with CEG agent network in place for 2016/2017 campaign. Some 15 pre-masters courses are agreed and in place for Eng. and BEA, with an offer extension in 16/17 for business needed.</p> <p>External audit, internal action plan and subsequent re-audit process completed suggesting that LSBU is now UKVI compliant. Visa refusal rate currently 3.5% (thought to be the lowest amongst post 92 institutions). Evidence of sector leading performance and leadership balancing student experience and UKVI compliance. Compliance leadership continues to support other PFGs.</p>	

<p><b>OBJECTIVE 3:</b> Professoriate functioning and 1<sup>st</sup> REF2020 Review. <b>PARTIALLY MET</b></p>
<p><b>COMMENTS:</b> An open research repository has been established and integrated with Symplectic, Scopus and Scival forming a powerful suite of management tools for researchers and research management, including international research centres. Training on the use of this suite has been rolled out throughout the year. Mini ref process consulted upon and implemented including external assessment; first mini ref completed. Plans for centres and buy in to concepts still needed.</p>
<p><b>OBJECTIVE 4:</b> LSBU External Profile extended. <b>MET</b></p>
<p><b>COMMENTS:</b> Membership of the GLA ESIF committee, the LEP Skills and Employment working group (disbanded after the 2016 Mayoral election), the London FE review steering group, the University of London Military Education Committee, Collaborate and BASE (designate) CIC boards, deputy chair of London Higher's AccessHE committee and chair of the London Research Excellence Group including leadership in Europe for London Innovation Districts.</p>
<p><b>OBJECTIVE 5:</b> TNE plan in place. <b>PARTIALLY MET</b></p>
<p><b>COMMENTS:</b> Income target met. Future targets predicated upon BUE income growth only. Overarching partnership structure rolled out with BUE in the year, working well and proposed and accepted at ASU for developments in Bahrain and now will be the basis for all partnerships. A full review of dormant, progression, franchise and validation partnerships has been conducted and a strategy for each concluded. A clear international strategy still needs development.</p> <p>BUE growth strategy in terms of teaching and learning is well developed, research is coming on faster however enterprise is still at an early stage due to the partners capacity / capability / interest in this. BUE is developing a new corporate strategy and we have offered to share LSBU's and assist where helpful. Student exchange is happening but needs further development. <b>Newton-Musharraf</b> projects have started well with workshops supported in the UK due to security concerns.</p> <p>At ASU approval for the Engineering School is in place subject the Ministry visit and signing ceremony. Contract terms discussed, agreed and awaiting signing. Modelling suggests some 600 students across 5 courses driving £300K income <b>plus</b> full consultancy and travel costs for 25% of teaching <b>plus</b> free provision for a LSBU commercial office (reciprocated from LSBU to ASU in London). The provision of a law offer is developing nicely as is our involvement in the new campus focusing on health and life sciences plus planning for a suite of PGT courses. A commercial partner is engaged to develop an international offer on employment and skills and a bid is into the Ministry to develop entrepreneurship and innovation packages across Bahrain. UKTI support for an in country JV if desired.</p>
<p><b>OVERALL BONUS ASSESSMENT</b></p> <p>Behaviours had shown good improvement regarding team dynamic and were judged as good with performance judged as required improvement. In many areas though significant progress had been made on issues around 'environment' but had not yet tracked through to key outcomes such as research enterprise and international income.</p> <p><b>Recommendation:</b> good/requires improvement : 4%</p>

<b>NAME:</b> <b>MANDY EDDOLLS</b>	<b>POSITION:</b> <b>HUMAN RESOURCES DIRECTOR</b>
<b>OBJECTIVE 1:</b> <b>Leadership Development</b>	
<ol style="list-style-type: none"> <li>1) Continue programme for Ops Board and Exec and roll out for leadership forum.</li> <li>2) Talent and succession planning programme for future leaders. <b>MET</b></li> </ol>	
<b>COMMENTS:</b> Leadership Academy launched February 2015 with 90% positive feedback from participants Programme been given preliminary accreditation by CMI. CMI cohort on First Line Mangers Course completed successfully Career pathways for Academics now in place for G6 – G12. Part of ‘TrailBlazers’ for Higher Apprenticeships for Management Development underway.	
<b>OBJECTIVE 2:</b> <b>Employee Engagement</b>	
<ol style="list-style-type: none"> <li>1) Develop a planned and programmed approach to employee engagement through events such as employee conference and awards.</li> <li>2) Develop access to senior staff at town halls etc. or a planned schedule that staff know about in advance and look forward to. <b>MET</b></li> <li>3)</li> </ol>	
<b>COMMENTS:</b> Staff conference 99% satisfaction from 633 responses with over 720 attendees. 170 nominations for staff awards and widely considered to be a significant success. Engagement survey – response rate up from 52% to 71% and engagement score maintained despite massive change programmes affecting the majority of staff. Transparency of release of results to the widest possible internal audience received well. Action plans at local level developed and being rolled out. Cascade Brief and Ops Board Feedback in place but needs further work and Continuing the Conversation and Pat’s Schools meetings welcomed. Satisfaction with Town Halls up from 28% to 56%.	
<b>OBJECTIVE 3:</b> <b>Diversity</b>	
Become complicit in disability and age requirements, focus on changing the way BME staff experience working here and aim for Race Equality Charter Mark, re-energise the networks and start a women’s network. <b>MET</b>	
<b>COMMENTS:</b> External Recognition – Stonewall Top 100 Employers and on track for Athena Swan and Race Equality Charter Mark. Diversity and Inclusion Strategy launched, Steering Group includes notable external members with International profiles in EDI. Pride – over 100 employees marched in London Pride. Gender Network – launched and very successful International Women’s Day event in May 2016. Equinet – relationship now much better with Equinet. Very successful programme of events, exhibitions and speakers for Black History Month in October 2015. Worked successfully on launch of comprehensive Race Action Plan. Disability Network launched and new Reasonable Adjustment policy approved by Business Disability Forum. OH providers changed. Dignity at Work Advisors programme launched. Formal ‘allies’ programme launched to provide further support to networks. Anonymous recruitment built in to new HR IT system.	
<b>OBJECTIVE 4:</b> <b>Internal Comms</b>	
<ol style="list-style-type: none"> <li>1) Radically improve and modernise our approach to communicating with staff.</li> <li>2) Revamp the intranet to professional modern standard</li> </ol>	
<b>PARTIALLY ACHIEVED</b>	
<b>COMMENTS:</b> <b>PARTIALLY ACHIEVED</b> Average open rate for staff communications has tripled in 12 months. ‘Universe’ now has 60% satisfaction rates and Exec comms has 62% satisfaction rate. Successful campaigns	

include We Value Your Voice, Continuing the Conversation and Customer Service Heroes. Schools newsletters launched. Overall, internal comms has been modernised and turned into a highly professional service that needs to be part of the overall communications team going forward as issues remain.

The Business Service Team have also achieved 4 Charter Marks for Customer Service this year – the only University to do so. The Intranet Project is on time and on budget and will radically revamp the way we give and receive information to staff. This was a key plank of the negative feedback on the engagement survey and should be well received.

## **OBJECTIVE 5:**

### **HR**

- 1) Embed business partnering further#
- 2) Launch employee self service and embed new HR system
- 3) Robust Information
- 4) Revamp Policies
- 5) Improve TU relations
- 6) TEAM

### **PARTIALLY ACHIEVED**

## **COMMENTS:**

HR Business Partnering is unrecognisable from 2 years ago after a disruptive but successful change programme that has appointed new BPs that are becoming truly embedded in the senior teams of the functions they serve. A more general programme of Business Partnering across PSGs has commenced but not been completed.

After a painful journey to procurement and a poor commencement of the project the HR system is on track. This has been a major success this year. Data is clean, stable and sustainable and matches other sources of data, including IAMS and Payroll. HESA return will be early this year. Professional HR reporting is now rolling out with a new H&S dashboard, Mandatory Training Reports, Equal Pay Audit) and Turnover reports.

Part B is now terminated for new staff, Grade 6's, HPLs and academics above Grade 9. General policy revamp has started with highly positive meetings with Regional Full Time Officials. Excellent relations now built with UNISON and GMB. UCU 'neutralised' and no longer a major business inhibitor. Only 45 staff took part in national industrial action with no disruption to services to students.

## **OVERALL BONUS ASSESSMENT**

Behaviours and approach judged as strong with good leadership in areas such as diversity. Performance judged as Good with progress on a number of areas.

**Recommendation: Strong/Good : 6%**



<b>NAME:</b> IAN MEHRTENS	<b>POSITION:</b> CHIEF OPERATING OFFICER
<b>OBJECTIVE 1:</b> To lead on the development of the Strategic Estate Development plan to 2025 including the development of the capital estates development plans for St George’s Quarter and the released spaces. <b>PARTIALLY MET</b>	
<b>COMMENTS:</b> Progress has been made during the year on developing the estate development plan for the University with presentations to the Board strategy day in 2015 and adoption in principle to the redevelopment of St George’s, London Road building and Technopark. This will include potential disposal of Perry Library, Dante Road residences and New Kent Road residences. There has been some slippage on time lines and progress will be a focus of coming year After many years LSBU has finally exchanged contracts on the purchase of Hugh Astor Court from the Peabody Trust. The property is now in vacant possession and is scheduled for completion on 4 <sup>th</sup> August in line with the contract.	
<b>OBJECTIVE 2:</b> To lead on the development of the Academic Related Resources and Support profession group ensuring the best level of leadership for the creation of a digital strategy ensuring the delivery of appropriately future-proofed resources and support, integrated hub and spoke service around technical support, and an integrated learning resources. <b>PARTIALLY MET</b>	
<b>COMMENTS:</b> The Director of ARR was required to leave the university and as a result of this interregnum, some of the service developments have slowed; progress on monitoring service delivery in ICT has not been as fast as hoped.  Marketing and Recruitment, moved under Ian’s line management during 2015 . A Brand refresh was undertaken in a very short timeframe getting the full support of the Exec and the Board to a new strapline and marketing campaign. More recently, a restructure has been agreed and is underway merging the alumni team into the communications team within Marketing. The indications to date are that despite a slight reduction in applications to LSBU compared to last year, the efforts on a conversion campaign appear to have begun to gain traction and the number of firm acceptances has increased on last year. Social media impact has improved significantly with the additions of Student Ambassadors attached to Schools tweeting regularly, LSBU media presence has increased and we now top the league on Facebook hits for all London universities and the impact in Twitter is greatly improved.	
<b>OBJECTIVE 3:</b> To lead on the programme for the development of an excellent customer service delivery across the University including institution membership of the Institute of Customer Service (ICS) extending the reach to include further PSG’s and at least one School. <b>MET</b>	
<b>COMMENTS:</b> This year LSBU achieved four ICS service accreditations for three years in the Academy of Sport (world class), Library & Learning Resources, Student Life Centre and the Student Residences. This is a phenomenal achievement and the only University to have more than one accreditation and the only organisation within ICS to achieve four at one time. Next year, marketing and Recruitment and Finance and Management Information will be brought into eh project which means that all the major services to students will be part of the programme. Given the score achieved by the Academy of Sport, we are being encouraged by the ICS to work towards achievement of Accreditation with Distinction and award only given to a very small handful of organisations. We are also working with the Schools through the Steering Group to find ways to bring them into the project. We will continue to work on the “customer service heroes’ scheme and to encourage the Exec to be involved again in work shadowing some of the services. Both were received very well and bring greater visibility to the Executive. The Steering Group was established during the year and I am pleased to have two significant external members working with us; the Head of Customer Service for M&S and the Director for Patient Experience from NHS England. Both bring significant experience and achievement to the project.	

**OBJECTIVE 4:** To begin to develop the digital environment including deliver on a new University Intranet site and the document management system (DMS). **MET**

**COMMENTS:** The new intranet is fully developed and in its final user testing. The Ops Board had a presentation in July and it is anticipated that it will be launched in time for the new academic year. The content management group is meeting and discussing content and the editing process. This will transform people's lives within the University allowing easy access to essential information and the ability to message set groups of staff by building or function. It will be the default screen on log in and will allow the dissemination of essential messages. In conjunction with this is the rollout of MS Office 365 which will take our outlook to external storage and significantly reduce our cloud storage costs. Included in this free bundle of programmes is Yammer, a social media and document exchange tool, SharePoint, the improved DMS and Skype for business. Currently the University has several DMSs in operation and a project to bring these into one supported environment is being developed by the Innovation and Transformation Team.

**OBJECTIVE 5:** To lead on the development of the Diversity Steering Committee and the Customer Service Steering Committee and to promote both internally and externally good practice including delivering against the Prevent Agenda. **MET**

**COMMENTS:** There has been significant development in diversity and inclusion. The dNet has been relaunched with a new network chair and most significantly a new GenderNet was launched at the International Women's Day conference. This now means that with the exception of religion, all the main protected characteristics now have a voice in the University through their networks. SONET continue to thrive and have held several events supporting LGBT History Month and World Aids Day plus other social events supporting Metro, a local charity for BME HIV young people. This year again LSBU had a large presence at London Pride with over 85 staff students and friends joining the parade. Last year we leapt into the Stonewall top 100 employers in the Workplace Equality Index at 92<sup>nd</sup> joining only two other London universities. This is a significant achievement. Equinet have begun to mature as a group and like OSNET have hosted several events around Black History Month and some social events. They have considered difficult issues around institutional racism and are now focused on submitting an application under the Race Equality Index. GenderNet are new and are currently planning an event around International Men's Day and promoting transgender issues within the university, The network is also the focus for Athena Swan and is working to a submission for the Bronze award in October 2016. The networks are providing a safe basis for staff in raising concerns around particular protected characteristics, however the results in the Staff Engagement Survey were disappointing showing that staff are not entirely comfortable with raising issues formally. This is being addressed through the Staff Engagement action planning. The Diversity Steering Group is now well established and has developed a Diversity Strategy that has been adopted by Ops Board. There are three very active external members of the Group of which two are LSBU alumni. One is transgender woman surveyor from a major firm in London, one is Head of Diversity for EY and the third member is Marie Stewart, a respected academic and campaigner on BME rights and student attainment. The final area of success has been on relation to PREVENT. Once again there is a steering group that leads the development of policy and procedure under the umbrella of 'safeguarding'. We are supported by our local Met Police Prevent Coordinator and the London Councils Prevent coordinator. We developed the appropriate policies and procedures and were ready for the Prevent guidance when it became law. We were selected by HEFCE because of the work we had done, to be part of a pilot group to define policy in HEFCE and recently has a letter of compliance from them in relation to our methodologies and risk. We have had a recent internal audit that has made two medium rated recommendations that are currently being addressed.

**OVERALL BONUS ASSESSMENT**

Behaviours and approach judged as Outstanding with Ian taking a strong personal lead in areas linked to diversity. Performance judged as good with areas such as customer service being especially strong. Appointment of new Directors will enable progress on remaining areas.

**Recommendation: outstanding/good : 8%**



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**London  
South Bank  
University**

	CONFIDENTIAL
	PAPER NO:REM.02 (16)
Paper title:	Recommendations regarding base pay for Executive members 2016
Board/Committee	Remuneration Committee
Date of meeting:	24 November 2016
Author:	Mandy Eddolls – Executive Director of HR
Executive sponsor:	Dave Phoenix – Vice Chancellor
Purpose:	To agree recommendations for Senior Post Holder salaries and note those agreed by the Vice Chancellor for other Executive members
Which aspect of the Strategy/Corporate Delivery Plan will this help to deliver?	
Recommendation:	To agree the recommendations for Senior Post Holder salaries

Matter previously considered by:		
Further approval required?		

### Executive Summary:

After review against current benchmarks there are no proposals to adjust base pay for members of the Executive. Whilst the COO role is currently indicated as below median, a substantial pay rise was awarded in 2015.

The standard increase of 1.1% is recommended for the Executive in line with that awarded to staff.

## **Base Pay Proposals - Senior Post Holders:**

### **Deputy Vice Chancellor**

Current Pay	£151,500
UCEA median	£137,337
<b>Proposal</b>	Implement 1.1% pay award

### **Chief Financial Officer**

Current Pay	£141,400
UCEA median	£135,000
XpertHR median	£146,828
<b>Proposal</b>	Implement 1.1% pay award

### **University Secretary**

Current Pay	£91,398
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Note: No appropriate benchmark data available. UCEA survey role defined as Secretary incorporates a bigger remit than here.

<b>Proposal</b>	Implement 1.1% pay award
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## **Base Pay for Executive members:**

### **Chief Operating Officer**

Current Pay	£121,200
UCEA median	£135,000
XpertHR median	£135,684
<b>Proposal</b>	Implement 1.1% pay award

### **PVC Education and Student Experience**

Current Pay	£121,200
UCEA median	£119,882
<b>Proposal</b>	Implement 1.1% pay award

**PVC Research and Enterprise**

Current Pay            £136,350

UCEA median        £119,882

**Proposal**            Implement 1.1% pay award

**Executive Director OD & HR**

The post holder is on a fixed term contract at a fixed remuneration of £150,000 p.a. for the duration of the work.

**Proposal**            No change to contract hence salary remains £150,000.

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# Agenda Item 6



**London  
South Bank  
University**

	CONFIDENTIAL
	PAPER NO:REM.03 (16)
Paper title:	Executive Objectives for Next Year 2016/17
Board/Committee	Remuneration Committee
Date of meeting:	24 November 2016
Author:	Dave Phoenix – Vice Chancellor
Executive sponsor:	Dave Phoenix – Vice Chancellor
Purpose:	To note the objectives set for next year
Which aspect of the Strategy/Corporate Delivery Plan will this help to deliver?	
Recommendation:	To note the agreed objectives for 2016/17

Matter previously considered by:		
Further approval required?		

## Deputy Vice Chancellor

Core Strategic Leadership objectives for the next year	Measures of Success	Date to be achieved
<p><b>1. School KPIs and dashboard</b></p>	<p>Agreed priority KPIs for Schools, including review (with external input) on the financial model in HSC.</p> <p>2016-2020 plans and outline forecasts in place.</p> <p>Strategy and targets for delivery of 2020 Corporate KPIs.</p> <p>Working closely with Shân, student Yr1-to-Yr2 progression up 3%; NSS overall satisfaction up 2%.</p>	<p>Finalised in November/December 2016, for inclusion in 2017-18 budgeting round.</p> <p>Nov. 2016 (progression); Aug. 2017 (NSS).</p>
<p><b>2. Portfolio review</b></p>	<p>Run portfolio review (UG and revised PGT) each December.</p> <p>More detailed look at potential new courses (and closures) being undertaken now.</p> <p>Develop new/expanded divisions of</p> <ul style="list-style-type: none"> <li>a) Hospitality mgt</li> <li>b) Fashion</li> </ul> <p>Review Year 0 and access provision</p>	<p>By end of 2016, to have identified courses or modules that are not cost effective, and taken appropriate action.</p> <p>Review in Sep-Nov 2016; at least one major new area identified and development started by the end of 2016.</p> <p>Urgent; deferred from last year (complete by November 2016); decision Oct. 2016.</p>
<p><b>3. IPTE development</b></p>	<p>For <b>IPTE</b>:</p> <p>Set it up and (soft) launch.</p> <p>Set up Apprenticeships framework and structure</p> <p>Secure HEFCE Catalyst funding for Apprenticeships and SBC funding for the Passmore Centre.</p>	<p>Sep/Oct 2016.</p> <p>Sep-Dec 2016.</p> <p>End of 2016.</p>

<p><b>4. Input into Estates developments</b></p>	<p>Key developments (e.g. St. Georges Quarter and conference facility) are crucially linked to major portfolio developments.</p>	<p>All major portfolio-linked developments agreed by June 2017.</p>
<p><b>5. Staff engagement</b></p>	<p>Promotions round, School visits and other key initiatives to improve staff engagement;</p> <p>Develop more use of GTAs and interns</p> <p>Work with EDHR to develop adjunct framework</p>	<p>Pulse indicator and successful promotions round (by Apr 2017).</p> <p>July 2017</p>

## Pro-Vice Chancellor Students and Education

Core Strategic Leadership objectives for the next year	Measures of Success	Date to be achieved
<b>1. Improve and maintain robust systems for assuring the quality and standards of LSBU awards</b>	<ul style="list-style-type: none"> <li>• Lead timely and strong submissions for TEF 2 and HEFCE APR. Milestones = 2 strong submissions</li> <li>• Establish effective processes relating to collaborative provision, to ensure strategic fit, financial due diligence, and to support, maintain and assure quality.</li> <li>• Implement a new internal audit procedure to assure and enhance academic quality. Milestones: two completed audits in 2016 on collaborations and course sites with action plans monitored at QSC</li> </ul>	<p>January 2017</p> <p>June 2017</p> <p>April 2017</p>
<b>2. Curriculum development for quality, equality, flexibility</b>	<ul style="list-style-type: none"> <li>• Provide clear structure and support for course teams for the LSBU to implement the educational framework</li> <li>• Ensure LSBU complies with equalities legislation and changes to the DSA through curriculum and provision of support</li> <li>• Implement a strategic and sustainable approach to digital enhancement, underpinning the LSBU educational framework and inclusivity. Milestones: effective and consistent course sites, evaluated via audit; improved implementation of MyLSBU and collaboration tools and increased activity across range of agreed priorities, demonstrated via reports from DEL working group to AB</li> <li>• Clear document outlining educational framework and plan for roll out through validation/staff development</li> </ul>	<p>Dec 2016</p> <p>June 2017</p> <p>June 2017</p> <p>Feb 2017</p>

<p><b>3. Robust, fit-for-purpose infrastructure systems</b></p>	<ul style="list-style-type: none"> <li>• The efficient and effectiveness of our infrastructure systems enable our future growth and reshaping, increase employee engagement, and improve the student experience and NSS</li> <li>• SRS development project: successful business case to executive to identify budget for conceptual and process review of student information to future-proof our most fundamental business system, followed by project plan and implementation</li> <li>• Develop, communicate and implement a student communications strategy</li> <li>• CRM improvements to strip out unnecessary costs, mitigate risk and enable better comms for recruitment, progression, achievement and satisfaction</li> <li>• Identify key areas where student progression can be improved (e.g. re-enrolment of eligible students), implement interventions, and document via Academic Board; target = 76% yr 1-yr 2</li> </ul>	<p>May 2017</p> <p>November 2016</p> <p>June 2017</p> <p>June 2017</p>
<p><b>4. Improved student experience, captured in the NSS</b></p>	<ul style="list-style-type: none"> <li>• Map out and progress a clear viable plan for raising results in lower performing Schools, Courses and modules</li> <li>• Ensure course leadership is clear and accountable</li> <li>• Develop and implement a minimum specification for student support (personal tutoring)</li> <li>• Use the PTES to identify key areas of PG taught experience to improve in 2016/7; improvements of 2% from 74% to 76%</li> <li>• Improvements in the 2017 NSS, in Teaching 84% rising to 86%, in Assessment, rising from 71% to 73%, and in Academic Support, from 77% to 79%</li> </ul>	<p>Nov 2016</p> <p>Dec 2016</p> <p>June 2017</p> <p>June 2017</p> <p>August 2017</p>

<b>5. Continue to drive improvements in graduate employability</b>	<ul style="list-style-type: none"> <li>• Run successful DLHE operation achieving 78% for graduate employment and 94% for employment/self-employment/further study</li> <li>• Establish Employment Agency – metrics will be meeting financial targets and level of engagement with students across Schools</li> <li>• Establish Placements team and implement strategy</li> <li>• Roll out HEAR successfully with engagement of 50% of students joining in September 2016</li> </ul>	<p>March 2017</p> <p>Jan 2017</p> <p>Dec 2016</p> <p>July 2017</p>

## PVC Research and Enterprise

Core Strategic Leadership objectives for the next year	Measures of Success	Date to be achieved
<p><b>1. Research</b></p> <p>Further develop research environment ensuring clearly document and clearly communicated approach that enables improvement in support of students and engagement of staff in delivering on research agenda</p>	<ul style="list-style-type: none"> <li>• Income targets met and clear monitoring in place</li> <li>• London Doctoral Academy:</li> <li>• GR Community, Professoriate and Research Journey developed</li> <li>• Groups, Centres (incl. International) and Institutes defined and externally benchmarked with 5 years plans in place</li> <li>• Established &amp; good PRES</li> </ul>	<p>July 2017</p> <p>Feb 2017</p> <p>July 2017</p> <p>July 2017</p>
<p><b>2. Enterprise &amp; Innovation</b></p> <p>Create enterprise environment through use of effective systems and staff development to ensure growth in activity</p>	<p>Income Performance targets met and clear monitoring in place</p> <p>SBUEL reviewed and developed taking into account potential for overseas subsidiaries</p> <p>Vision for South London innovation zone in place with a stagey for achieving its delivery</p> <p>Overseas innovation centre developed in Bahrain</p>	<p>July 2017</p> <p>Feb 2017</p> <p>Feb 2017</p> <p>June 2017</p>
<p><b>3. International Student Recruitment</b></p> <p>To ensure a clear strategy is in place for development of TNE student numbers and growth in UK student numbers underpinned by a UKVI compliant system experience</p>	<ul style="list-style-type: none"> <li>• Student numbers to target and income measures met</li> <li>• CEG activity reviewed with recommendations for future</li> <li>• Student support exceed national average - Visa refusal rate c5% and ISB student score 78%</li> </ul>	<p>July 2017</p> <p>Feb 2017</p> <p>July 2017</p>

<p><b>4. International Partnerships</b> Develop clear process and procedures for development of international partnership's including monitoring and success measures</p>	<ul style="list-style-type: none"> <li>• Review current partnerships with any closures agreed and in progress.</li> <li>• Agreed internal process and Academic Board oversight agreed with PVC Education</li> <li>• Clear monitoring reports developed and provided to Operations Board</li> <li>• BUE / ASU / CI and partners' relationships documented and in delivery</li> </ul>	<p>Dec 2016</p> <p>Feb 2017</p> <p>Feb 2017</p> <p>Feb 2017</p>
<p><b>5. London</b> Developing local reputation and influence for LSBU in London – especially with respect to the skills and innovation agenda</p>	<ul style="list-style-type: none"> <li>• Support London Higher on Research Excellence Group and AccessHE</li> <li>• Maintain links to GLA and seek to engage with the Area Review, ESIF and LEP agendas</li> <li>• LSBU CSR values: Collaborate and BASE and military covenant</li> </ul>	<p>July 2017</p>



**Chief Finance Officer**

<b>Core Strategic Leadership objectives for the next year</b>	<b>Measures of Success</b>	<b>Date to be achieved</b>
<p><b>1. Financial control and sustainability</b></p>	<ul style="list-style-type: none"> <li>• delivery of agreed budget surplus for 2016/17</li> <li>• development of alternative medium term strategic scenarios to respond to potential changes in the external environment.</li> </ul>	<p>July 2017</p>
<p><b>2. Continued development of FMI</b></p>	<ul style="list-style-type: none"> <li>• effective implementation of latest restructure proposals for the transfer of BIU to FMI and the transfer out of non FMI related Registry functions</li> <li>• effective roll-out of leadership training</li> <li>• responding to the staff engagement survey</li> <li>• successful roll out to FMI of the Customer Service programme.</li> </ul>	<p>July 2017</p>
<p><b>3. Implement a revised, more structured and efficient planning and budgeting process</b></p>	<ul style="list-style-type: none"> <li>• a revised, streamlined, action oriented LDP process</li> <li>• Solid (not lengthy) plans with real actions/outcomes that can be linked to resource plans</li> <li>• Staff in schools and PSGs engaged in local LDP development process (including framework of workshops)</li> <li>• Proactive lead from planning team to drive real culture of engagement in local planning process</li> <li>• LDP tracker tool operating effectively a rolling 3 year forecast approach to the budget development process</li> <li>• a new student number planning model, incorporating live data feeds from QL for all student types and activity, to enable earlier establishment of future year targets for new and continuing students</li> <li>• enhanced capex and cashflow planning</li> </ul>	<p>July 2017</p>

	<ul style="list-style-type: none"> <li>business case / investment appraisal processes finalised.</li> </ul>	
<p>4. <b>Phase 2 of performance dashboard</b> developed</p>	<ul style="list-style-type: none"> <li>including performance scorecard delivery with local performance indicators for schools and PSGs.</li> </ul>	July 2017
<p>5. Effective contribution to <b>Business development</b> projects</p>	<ul style="list-style-type: none"> <li>including Project Oak and the wider estates development project.</li> </ul>	July 2017

## Chief Operating Officer

Core Strategic Leadership objectives for the next year	Measures of Success	Date to be achieved
<p><b>1. Estates Development</b></p> <p>To focus on leading the development of the estate proposals including negotiation with developers, working the CFO on innovative funding solutions, developing the overall business case and achieving Board approval.</p>	<ul style="list-style-type: none"> <li>• Business case approved by the Executive and the Board.</li> </ul>	<p>July 2017</p>
<p><b>2. Digital Strategy</b></p> <p>To work with colleagues in ARR, the PVC (Student Experience) and other departments to ensure that there is a sustained development of the “digital environment @ LSBU”.</p>	<ul style="list-style-type: none"> <li>• Develop a plan for achieving the “digital environment @ LSBU”, get Ops Board approval and implement the plan for 2016/17.</li> </ul>	<p>July 2017</p>
<p><b>3. Diversity and customer service</b></p> <p>To embed some of the outstanding work in developing the baseline for diversity and inclusion across the University to ensure and build the trust amongst staff.</p>	<ul style="list-style-type: none"> <li>• Work towards improving LSBU’s Stonewall position, submit an application for Athena Swan and the Race Equality Chartermark.</li> <li>• Ensure development and effective delivery of action plans form staff survey in PSGs.</li> </ul>	<p>July 2017</p>
<p><b>4. Technical Service</b></p> <p>To lead the development of the technical service to the laboratories ensuring that the structure allows cross school working and to work with the EDHR on developing a technical career path and reward structure.</p>	<ul style="list-style-type: none"> <li>• To develop the structure and career path and achieve approval from the Executive.</li> </ul>	<p>July 2017</p>

<p><b>5. Strategic projects – governance and shared services</b></p> <p>To work with colleagues as appropriate in developing plans for a group structure including governance arrangements and exploiting opportunities for shared services across the group.</p>	<ul style="list-style-type: none"> <li>To develop the business case with CFO, EDHR, Secretary &amp; Clerk.</li> </ul>	<p>December 2016</p>
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## Executive Director HR

Core Strategic Leadership objectives for the next year	Measures of Success	Date to be achieved
<p><b>1. Workforce Planning</b></p> <p>Further develop career planning for PSGs Develop use of adjunct/flexible/practice rich staff</p> <p>Review deployment of, and calibre of, HPL staff Develop proper planned approach to succession planning</p> <p>Garner high level skills analysis from 9 box model.</p>	<ul style="list-style-type: none"> <li>• Work force plans in place including contingency for income reduction</li> <li>• HPL review undertaken and outcomes in implementation</li> <li>• Work with DVC to develop adjunct staff framework</li> <li>• Review structure of key schools as required</li> <li>• Skills requirements considered for schools and PSGs.</li> </ul>	<p>July 2017</p>
<p><b>2. Performance Management</b></p> <p>Shift emphasis from quantity and quality of appraisals</p> <p>Ensure decisions on performance are appropriately rated for risk</p> <p>Equip middle managers with skills to ensure constructive conversations.</p>	<ul style="list-style-type: none"> <li>• 98% appraisals complete</li> <li>• Middle management leadership development underway.</li> </ul>	<p>Nov 2016</p> <p>July 2017</p>
<p><b>3. Employee Engagement</b></p> <p>Manage action plan roll out and communications plan</p> <p>Pulse survey in May 2017.</p>	<ul style="list-style-type: none"> <li>• Action plans in place and delivering leading to improvements in engagement score</li> <li>• Pulse test complete.</li> </ul>	<p>July 2017</p> <p>March 2017</p>

<p><b>4. Diversity</b></p> <p>Improve Stonewall rating  Achieve Athena Swan  and RFE Charter Mark  Launch Disability  Network fully  Retest on engagement  survey.</p>	<ul style="list-style-type: none"> <li>• Improvement in staff engagement</li> <li>• Active networks in place with clear range of activity</li> <li>• Athena swan and charter mark submissions made.</li> </ul>	<p>July 2017</p> <p>July 2017</p> <p>July 2017</p>
<p><b>5. HR Ops</b></p> <p>Develop proper  Business Partnering  model  Align payroll with HR  Radically improve  metrics, working with  BIU  Launch self service  Provide standardised  reporting suite.</p>	<ul style="list-style-type: none"> <li>• New HR system delivered</li> <li>• BP model developed and rolled out with training and support</li> <li>• Regular HR reports defined and generated for Operations Board.</li> </ul>	<p>Dec 2016</p> <p>July 2017</p> <p>July 2017</p>

## University Secretary

Core Strategic Leadership objectives for the next year	Measures of Success	Date to be achieved
1. To advise Jerry Cope, chair of the board, as required and to review the succession plan for the board of governors.	<ul style="list-style-type: none"> <li>• Feedback from Chair.</li> </ul>	July 2017
2. To define the role of the new public affairs unit and integrate the new team.	<ul style="list-style-type: none"> <li>• Unit in place with clear outputs agreed and within LDP.</li> </ul>	Feb 2017
3. To review the legal services team structure and set a vision / mission for 2020.	<ul style="list-style-type: none"> <li>• Review to Executive</li> <li>• Support for estates development as required</li> <li>• Support for group development as required.</li> </ul>	Feb 2017  July 2017  July 2017
4. To ensure there is a professional governance service for the two academy local governing bodies within South Bank Academies.	<ul style="list-style-type: none"> <li>• Effective governance with clear business cycle and records of meetings</li> <li>• To ensure clarity around shared serviced with respect to legal and governance for the academies,</li> </ul>	Dec 2016
5. To work with HR and lead on a review of current policies and procedures to ensure they are aligned with requirements of a modern 21 <sup>st</sup> century institution.	<ul style="list-style-type: none"> <li>• Policies collated and reviewed with recommendations for change to Operations Board.</li> </ul>	July 2017

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PAPER NO: REM.04(16)

Paper title:	Pension Cash Supplement Scheme - Update
Board/Committee	<b>Remuneration Committee</b>
Date of meeting:	24 <sup>th</sup> November 2016
Author:	Joanne Monk, Deputy Director of Human Resources
Executive/Operations sponsor:	Dave Phoenix, Vice Chancellor
Purpose:	To note cash payments for Executive Members under the Pension Cash Supplement Scheme

## Executive Summary

At its meeting on 26 November 2015, the Remuneration Committee considered the implications of changes to pension regulations introduced in the Summer Budget of 2015 and agreed a Pension Cash Supplement Scheme for staff affected by the Annual Allowance (AA) and/or the Lifetime Allowance (LTA)<sup>1</sup>

The potential tax implications for staff who met the AA and/or LTA meant that it could be fiscally punitive for those employees to remain in a pension scheme.

All 3 pension schemes offered at LSBU (Teachers Pensions, Local Government Pension Scheme and the Universities Superannuation Scheme) were affected by the new regulations. It was identified that 7 members of the Executive and Deanery would be affected by the AA and/or LTA and the option offered to these 7 staff was:

- A cash compensation payment of 13% of annual salary where staff opted out of their pension scheme as a result of the impact of the AA or LTA
- Life Insurance cover for anyone who opted out.

No compensation was offered:

- to anyone who remained in a pension scheme on lesser terms such as 50%

<sup>1</sup> The AA sets a limit to the total amount of contributions that can be paid to defined contribution pension schemes and the total amount of benefits that can be built up in defined benefit pension scheme each year, for tax relief purposes. The AA was set at £40K, tapering to £10K, for those earning over £150K pa.

The LTA is the total amount that can be built up from pension savings in a lifetime without incurring a tax charge. The LTA was reduced from a limit of £1.25m to £1m from 6 April 2016.

benefit status or deferred tax, or

- for loss of ill health retirement or early access to pension benefits in the event of redundancy.

It was also a requirement that any cash payments for Executive members are reported to the Remuneration Committee.

Below are the details of those Executive/Deanery members who have to date opted out of their pension scheme and are receiving pension cash supplements:

<b>Name</b>	<b>Position</b>	<b>Current salary pa</b>	<b>Pension cash supplement pa</b>	<b>Date payments commenced</b>
Mandy Eddolls	ED OD&HR	£150,000	£19,500	1 April 2016
Paul Ivey	PVC	£136,350	£17,725	2 February 2016
Mike Molan	PVC/Dean of Business School	£131,300	£17,069	1 April 2016

<b>Context</b>	
<b>Question</b>	
<b>Conclusion &amp; Recommendation</b>	Remuneration Committee is asked to note the number and amounts of pension cash supplements currently being made.

Matter previously considered by:	Policy agreed by Remuneration Committee	On 26 November 2015
Further approval required?		



**London  
South Bank  
University**

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PAPER NO:REM.05 (16)

Paper title:	Vice Chancellor's Salary and Performance Pay 2016
Board/Committee	Remuneration Committee
Date of meeting:	24 November 2016
Author:	Jerry Cope, Chair of Board of Governors
Executive sponsor:	Jerry Cope, Chair of Board of Governors
Purpose:	To agree recommendations for Vice Chancellor's Salary and Performance Pay for 2016
Which aspect of the Strategy/Corporate Delivery Plan will this help to deliver?	
Recommendation:	To agree the recommendations for the Vice Chancellor's Salary and Performance Pay for 2016

Matter previously considered by:		
Further approval required?		

**Executive Summary:**

2016 Base Pay and Performance Pay Recommendations for Dave Phoenix

Pay

1. The V-C's current basic pay is £221,493. This compares with a median of £236,606 for all institutions, £220,691 for institutions of a size similar to LSBU, and £215,596 for post-92 institutions of our size. So we are broadly in line, albeit London salaries are generally a bit higher.
  
2. The University policy for senior managers is to follow the general award for all staff of 1.1%, and although based on performance and growing reputation, I believe our VC is operating at an above median level; there is no compelling

reason to depart from this policy this year. I therefore recommend a 1.1% increase for 2016.

3. We are however in a position with our senior team, where because of external perception, it is difficult to recognise ability and outcomes either above or below the norm, and we do need along with the sector, and in principle we should be willing to depart from the norm where circumstances justify, notwithstanding external perceptions.

#### *Performance Pay (Bonus)*

4. I have conducted a full appraisal with Dave. He was set 5 largely measurable objectives (alongside his continuing wish to continue with his academic research) in the following areas:
  - A. Enhancing institutional reputation, including the league tables
  - B. Financial stability and performance
  - C. Leadership and development of the team
  - D. Developing and executing strategy and structure
  - E. Enhancing the University's profile through external networks and local authorities.
5. I have judged objectives C and E to have been fully met; on the metrics set objective A was also met, although the Times league table result was not clear-cut (I will tighten the metric this year); most of the metrics for objective B were met, but there was one miss in terms of institutional income growth; similarly strategy was developed successfully as set out in objective D but execution was not fully implemented in terms of the Group's structure because of the slow pace of our interaction with FE.
6. We awarded a maximum performance pay bonus of 10% last year, but I do not think that is warranted this year, notwithstanding Dave's personal performance, which I rate at a very high level in the context of the challenges we face. (A very close comparator university is parting company with a highly respected VC, perhaps partly because of the structural difficulties faced by low-end post 92 institutions, and in his case not fully addressed - we are in a much stronger position, albeit short of our income aspirations).
7. Although the performance pay bonus award is not mechanical (i.e. 2% for each objective), my overall evaluation is that Dave has met around 80% of objectives, and hence I recommend an 8% performance pay bonus.

*2016/7 and beyond*

8. The Committee may wish to note that I have agreed objectives for 2016/7 in line with our strategy and operating plan in the following areas:
- Enhancing institutional reputation (focused only on league tables)
  - Ensuring financial sustainability of the organisation
  - Responding to the staff engagement survey
  - Developing the family of educational Institutions concept
  - The Master Estates Plan
9. Our performance pay bonus scheme is however not significant (as reward) in terms of private sector norms, but it is in line with the general approach of the sector. I do however wonder whether as a London post-92 institution, needing to attract and retain high caliber people, we need to be more imaginative in this area, and I am asking Dave to consider his reaction to some options, which are some way from being fully developed, but which I would welcome the opportunity to discuss when we meet.

*Summary*

10. The Remuneration Committee is invited to:
- a) Agree an increase in the VC's salary of 1.1% to £223,930
  - b) Agree a performance pay bonus of 8%
  - c) Note the areas in which key objectives have been set for 2016/7
  - d) Discuss our future attitude to the VC's remuneration (alongside senior pay more generally)

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