

Meeting of the Board of Governors

4.00 - 6.00 pm on Thursday, 22 November 2018
in 1B27 - Technopark, SE1 6LN

Agenda

<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
8.	Corporate strategy progress report	169 - 180	DP

Date of next meeting
4.00 pm on Thursday, 14 March 2019

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

Apologies: Peter Fidler and Pat Bailey

In attendance: Michael Broadway, Richard Flatman, James Stevenson, Shân Wareing, Fleur Nieboer and Jack Stapleton

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	CONFIDENTIAL
Paper title:	Corporate Strategy Progress Report.
Board/Committee	Board of Governors
Date of meeting:	22 November 2018
Author:	John Baker, Corporate & Business Planning Manager
Executive sponsor:	Pat Bailey, Provost
Purpose:	To present an overview of the progress in the 17/18 academic year for each of the goals of the Corporate Strategy
Recommendation:	The Board is requested to note the report.

Executive Summary

The progress report is structured by each goal of the Corporate Strategy, with an additional section for league table performance.

The narrative sections address the progress made since the last report to the Board against the 18/19 priorities identified in the Corporate Roadmaps with the end of cycle results against each of the corporate KPIs.

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Corporate Strategy Progress Report (November 2018 Board)

Provost Executive Summary:

Summary of overall progress on goals of Corporate Strategy (Provost – Pat Bailey)

This report covers the academic year 1st September 2017 – 31st August 2018, which has been (as it seems every year!) the most challenging yet, with more emphasis on the finances than in previous reports. In the main student admissions period (September 2017), the sector as a whole, and the moderns in particular, had an exceptionally difficult time attracting sufficient numbers, and this affected the year ahead in two ways. Firstly, there was an income shortfall of around £5M against budget, which had to be managed in year – and a major achievement was the delivery of the budget surplus of £1.5M through careful financial management across the whole University. Secondly, it is worth noting that overall the income remained at about £145M (the same as in 2016/17), but this was achieved through extending the recruitment through clearing, which impacted on student progression and on the delivery of the teaching. Compared to many HEIs, of which around 20 are reporting deficit budgets for 2017/18, LSBU has weathered the ‘storm’ pretty well.

Nevertheless, there are numerous external factors (e.g. demographics, Brexit, Augar review) that indicate that Higher Education will become even more challenging and competitive over the next few years. Consequently, a major cost-saving exercise was carried out from April 2018, which included both Voluntary Severance and (for about half of the Schools and PSGs) significant restructuring, in order to embed about £5M of savings into future budgets, although this will only meet rising opex, staff costs and pension payments. The good news is that overall student recruitment and re-enrolment targets for September 2018 have been met, so the 2018/19 budget looks reasonably secure.

One of the main ways that we can judge the overall performance of the University is to look at league tables and major awards, and within the 2017/18 window, the following are especially notable:

- University of the Year for Graduate Employment [*The Times/ST Good University Guide 2018*]
- Top 20 UK university for Graduate Prospects, and No 1 London Modern University for Graduate Prospects [*Sunday Times League Table, September 2017*]
- Entered the Guardian’s top 100 universities for the first time (92nd)
- Outstanding DLHE results: 95% employment (6 months after graduation) and
- Number 4 university in UK for graduate outcomes, with 88% of LSBU graduates in graduate employment or further study, surpassing Oxford and Cambridge and all but one of the Russell Group universities
- The Clarence Centre for Enterprise and Innovation ranked second in the UK, fourth in Europe and fifteenth globally, for innovative business development [UBI Global World Rankings 2017/18]
- LSBU awarded Outstanding Student Services Team 2018 [*THE Leadership & Management Awards*]
- Awarded 3 National Teaching Fellowships (out of 55 nationally) and a Collaborative Award for Teaching Excellence (CATE) for the Enterprise Team – more than any other university has ever achieved

Looking forward to the start of the 2018/19 period, LSBU’s Guardian league table position has risen to 78th, and we’re into the top 100 of the Complete University Guide for the first time (93rd). Two other markers relate to TEF; in the (strictly confidential) subject pilot, our institutional outcome was ‘bronze’, but an analysis of the new criteria for TEF 2021 leads (currently) to a silver LSBU rating, based only on the metrics. In terms of other successful KPIs, both research and enterprise target incomes were exceeded. However, two major areas of concern are the NSS (down 3% across almost all questions and Schools), and the reduced progression rates (also down about 3%); as these are crucial KPIs that impact strongly on league tables and on TEF, measures to address these have been implemented.

Other major achievements in 2017/18 include the launch of the LEAP programme to completely review our educational delivery, major Estates improvements, including the £5M Passmore Centre (opening November 2018) to support our highly successful apprenticeships programmes, and the inclusion of Lambeth College in the LSBU family.

Goal 1:

Teaching & Learning

#	Key Performance Indicator	Aspirational Group 15/16 average	14/15	15/16	16/17	17/18 Target	Forecast / Result
1	Graduate level employment &/or Further study (EPI population)	67.1	68%	76.0%	81.8%	80%	87.7%

Executive Lead: DVC (Education) - Shân Wareing

The final DLHE data result was further improvement year on year, and consolidated LSBU's position as the top modern London institution, and 6th in the country for this measure, which resulted in LSBU being named 'University of the Year for Graduate Employment' by the Times newspaper for an unprecedented second year.

LSBU participated in the Subject Level TEF pilot process with the Office for students, the results of which suggested further metric improvements are required in order for greater assurance around maintaining our current silver award. A proposal to revise the approach to Course & Module monitoring & review is in development to better align current process with TEF requirements, and module data is being introduced to the data warehouse to enable to automation of these reports with data visualisation elements.

At the October meeting of University's Quality & Standards Committee (QSC) the policy for the anonymous marking of electronically submitted student work was approved with immediate effect. The policy applies to all Schools and is now enabled as the default setting for all assignments created in Moodle. In Moodle, this functionality is referred to as 'blind marking', but for the purposes of the policy the term anonymous marking is used which is defined as: 'The absence of student names from their submissions at the point of marking'.

Lecture Capture is in the process of being rolled out to the pilot cohort during semester one, with 70 new laptops distributed to academic staff with the Panopto software installed. During the next semester we will work with this cohort to evaluate its use cases, our approach and its overall effectiveness, to inform the approach taken going forward.

The procedure for working with course teams was developed during 17//18, and teams for a pilot were identified with the help of course directors and DESEs. Embedded learning development sessions were provided for 82 modules, of which 61 had no previous contact with CRIT, with a total of 5494 attendances across the seven Schools. Work has also begun with Sports Science (Applied Science). Very few modules now have pass rates as low as 40%, so the threshold for intervention was increased to 50%. Modules were identified through data from registry and in consultation with DESEs, also targeting modules with a high proportion of students from clearing. Module pass rates will be analysed and results published within the next CRIT report.

Related Risk Matters

The continued uncertainty around the operation of the TEF at subject level means there is a real risk it could focus attentions and effort on metrics that have no real link with pedagogy or teaching excellence, or could expose some sections of the LSBU portfolio.

The digitally enhanced learning (DEL) action plan, deriving from principles presented to the Academic Board & Board, depends on additional funding and staffing facilitation to achieve maximum impact.

Goal 2:

Student Experience

#	Key Performance Indicator	Aspirational Group 15/16 average	14/15	15/16	16/17	17/18 Target	Forecast / Result
2	NSS scores – overall satisfaction (First Degree respondents)	82.4%	82 %	82 %	82 %	84 %	79.1 %
3	International Student barometer (% recommending LSBU)	not available		77 %	77 %	78 %	80%
4	PGT experience (% satisfaction)	not available	74 %	74 %	74 %	77 %	71 %
5	Student Staff Ratio	17.6:1	16.4:1	17:1	16.5:1	17:1	16.5:1*

Executive Lead: Provost - Pat Bailey

Despite the introduction of a range of initiatives to improve the student experience, it is very disappointing that there was a decline in student satisfaction across most of the questions within the NSS survey, including overall satisfaction, and a decline in satisfaction amongst postgraduate students. Some of the factors that may have contributed to this were identified in semester 1 of 2017/18, and these issues have been addressed. Action plans have been developed with Schools and for the Institution, alongside funding for a range of projects being proposed by staff, and are being implemented ahead of the 2019 survey.

PWC have now been appointed as the LEAP Programme Change Partner, along with a new Programme Director, and the project team is now embarking on a series of discrete work stream packages, with progress reports provided to each meeting of MPIC.

The necessary funding to develop the self-service parts of the existing advice and guidance architecture wasn't allocated during 17/18, and this requirement will now be incorporated into the LEAP programme going forward.

Work is under way in conjunction with ARR to implement online customer service interfaces, to enable staff to conduct real time conversations online with students, which is planned for launch during semester one.

An Organisational Effectiveness Group project is focused on timetabling, which has now transferred as a function into the Student Support & Employability team, to enable a more student centred approach the management of this function.

Another project is focused on Student Policies and Procedures, and once completed should optimise the approach and response protocols associated with complex and sensitive incidents.

Production of data about the experiences of the student body along the entire student journey by a range of demographic and entry criteria enabled a renewed institutional focus on the parity of outcomes of our students, along with the insights gained through the subject TEF pilot process.

The proposal to adapt the current Course & Module monitoring approach will ensure these data sets are incorporated into the standard course monitoring processes for ongoing review and action planning. This will enable integrated analysis of student performance across the full range of demographic attributes, and will also ensure that student voice and satisfaction metrics are routinely considered alongside the course and module data being stored within the data warehouse for holistic reporting.

Related Risk Matters

We need to work to ensure a consistent quality of student experience across all of our provision, including that delivered in partner institutions in the UK and overseas, as there is a risk that without a change in metric performance, our Silver TEF award could be harder to maintain when renewal process becomes obligatory.

Many projects and initiatives involve information technology, and there is a risk delivery within anticipated timescales could be challenging or post installation support or culture change could be under-resourced. To mitigate, the Executive collaborate to prioritise high impact activity, and the project pipeline is reviewed by the ICT Technical Roadmaps Board.

Goal 3:

Employability

#	Key Performance Indicator	Aspirational group 15/16 average	14/15	15/16	16/17	17/18 Target	Forecast / Result
6	DLHE Positive Outcomes; employment or further study (EPI)	92.0%	90.2%	90.8%	94.6%	95%	95.3 %
7	Number of Student start ups	53.6	30	50	45	90	65

Executive Lead: DVC (Education) - Shân Wareing

The DLHE result for positive outcomes was a further improvement year on year, and takes the University ahead of the Corporate Strategy target for 20/21. This result will have currency for two years from a League Table perspective, and this is the last year of DLHE, and the 17/18 cohort graduating this autumn will not be surveyed until 18 months have passed, with the new Graduate Outcomes survey due in 2020.

The forecast figure for student start-ups is currently expected to be around 65, as we collect the information for 17/18 during November and early December, as the data is submitted as part of the HEBCI survey in January 2019, however this is dependent on students/graduates disclosing this data to us.

Kulvinder Birring joined Student Support & Employability as Head of Employability and Placements this Autumn.

LSBU Employment, the new recruitment agency, was due to make a loss of over £100,000 in its first year of operation, but we are very pleased to report that instead it made £15,000 profit, and continues to connect current students and recent graduates with short term employment opportunities.

Related Risk Matters:

There are risks associated with the new employment agency, but a series of cross institution meetings are addressing these, and the internal audit placement management report's recommendations for improved practice have now been implemented.

Work to support the transition to the new Graduate Outcomes survey is now underway, being led by Kulvinder Birring. The survey will be carried out centrally by the Office for Students, but a tracker team and project is in place to support students in the interim period.

The change proposal within ICT has impacted on their ability to enable the build of seven additional items into the online HEAR system, which are still outstanding at this time, and could delay the planned introduction of automatic academic references for students.

Goal 4:

Research & Enterprise

#	Key Performance Indicator	Aspirational Group 15/16 average	14/15	15/16	16/17	17/18 Target	Forecast / Result
8	Research Income (without QR funding)	£10.3	£2.0	£1.9	£2.8	£3.1	£3.4
9	Enterprise Income	not available	£8.1	£7.8	£9.2	£10.5	£11.0

Executive Lead: DVC (Innovation) - Paul Ivey

The research income total was ahead of target at £3.4 million, which represents a 21% increase year on year, in part due to the success of the Innovation Centre partnership with the Welding Institute in Cambridge.

Enterprise income is £0.5m ahead of target, and represents a 20% increase year on year.

Recent significant project successes include a grant of £1.35M won from Interegg for their Circular Economy research programme for the Data Centre Industry. This is focused on increasing sustainability in different industries through focusing waste or output from one productive process as input in another, and reducing environmental impact. Also £840K from the Horizon 2020 programme for the Isoprep collaboration with the Welding Institute, £311K from Lanserhof and £200K from Brandmovers to support the Digital Strategy Research Group.

The university was awarded the EU HR Excellence in Research Award after an external four-year review process, which recognises our commitment to career development & is listed on the website.

LSBU also secured a Collaborative Award for Teaching Excellence (CATE) from Advance HE, which recognises our collaborative approach to embedding enterprise into teaching and learning at LSBU.

Our ambitions to grow our reputation and income from our enterprise education activities have progressed further through securing two projects from the British Council's Creative Spark Fund to work with two universities in Uzbekistan and Azerbaijan to support their development as entrepreneurial universities (£90k of income in Year 1).

The University has established a relationship with the Building Services Research & Information Association (BSRIA) and it is hoped that this partnership will develop along the lines of the partnership with the Welding Institute (TWI) unlocking access to funding opportunities around energy efficiency in building. Heads of Terms have been agreed in principle by their board, and agreed at School level, and it is hoped that the Collaboration will be formally launched during 2018.

Related Risk Matters

A focus on income pipelines and targeted work around CPD for Health Professionals is planned to further develop this income stream.

Work is needed to ensure that workload is balanced across support teams, and to ensure full compliance across academic areas in relation to the open access publication of outputs necessary for REF eligibility, and to ensure impact details is articulated during project delivery, and to ensure that the separation of some research elements from management within REI occurs smoothly.

The UK's eventual departure from the European Union, and the potential impact on EU funding remains a threat to our planned growth. The highest perceived risk is to ERDF and research grants.

Goal 5:

Access

#	Key Performance Indicator	Aspirational Group 15/16 average	14/15	15/16	16/17	17/18 Target	Forecast / Result
10	% recruits from low participation neighbourhoods (Young FT FD)	6.8%	7.7%	8.4%	9.2%	8.2%	8.9 %
11	FTUG % (w/o HSC contract) recruited before Clearing	not available	71.8%	71.8%	71.1%	75%	79.8 %
12	First Degree Completion projection (at / above benchmark)	-2.5%	-7 %	-5.8%	-5.5%	-2%	-1.8 %
13	Year 1 progression	not available	73.1%	77.3%	74.7%	80%	71.0 %
14	Good Honours	67.4%	61.2%	66.4%	69.1%	63 - 67%	69.6 %
15	PGT completion	not available	61.5%	58.7%	69%	70%	60.6 %

Executive Lead: Chief Customer Officer – Nicole Louis

The 2018/19 recruitment cycle was challenging, but a strong clearing campaign has seen LSBU exceed UG full time enrolment targets, with an increase of 5% in applications and 2% in firm acceptances from home UG FT students (excluding Health courses), and the conversion rate for Home UGFT improved to 94%. UG part time provision fell by around 30%, but this has been offset by growth in apprenticeships which has delivered enrolments at 149% of target, more than doubling the total number of enrolled apprentices, and the development of the Passmore Centre home for IPTE is now underway, ready for the launch in 18/19.

The % of enrolled students who applied prior to clearing increased for the 17/18 cycle, but this was partly due to the targets for clearing recruitment in 2017 not being met, and depending on the success of the semester 2 enrolments for 18/19, this result could decline for 18/19.

The decline in performance for the student achievement metrics is disappointing, with progression falling to 71%, and with PG completion falling by 8%, and the Deans are currently working with the DVC (Education) to develop institutional responses to this situation.

The timings & contents of full application cycle elements have been agreed with all Schools for 19/20 entry - with full details of interviews, testing, open days, & all aspects involving academic staff. The Marketing & Recruitment plans for 19/20 entry were approved September, with School level digital marketing plans in place.

The Access & Participation Plan has been accepted by the Office for Students as part of the package of documents submitted as part of our registration process, and will be monitored in year in order to assess the impact of the new outreach strategy.

Now that the acquisition of Lambeth College has been approved by Parliament, the Marketing & Admissions teams will be working with colleagues to develop links between the members of the LSBU group, and develop routes for entry to LSBU programmes.

Related Risk Matters

Established market patterns of activity around recruitment continue to be disrupted by sector changes, and if the Augur review leads to a future fee reduction, this could create short term suppression.

We continue with the major overhaul of brand & architecture, and develop dynamic communication of this proposition to ensure better fit with applicant aspirations. We still need to determine the optimum portfolio mix across subject areas & ensure course development aligns with identified demand.

Goal 6:

Internationalisation

#	Key Performance Indicator	Aspirational Group 15/16 average	14/15	15/16	16/17	17/18 Target	Forecast / Result
16	QS Star Rating	not available	3 stars	3 stars	4 stars	4	4 stars
17	Overseas student income (millions)	£31.9 m	£11.2	£9.8	£11.2	£13.1	£10.9

Executive Lead: DVC (Innovation) - Paul Ivey

The draft financial model for partnerships has been reviewed with BUE, and feedback is being provided to the Executive, following the restructuring of the SBUEL enterprise approach

Five overseas offices are now set up, and offices are now operational in Beijing, Shanghai, India, Jakarta & Lagos, with local targets set and annual contractual performance review processes in operation.

Our EU enrolment numbers are considerably up compared to the same point last year, with enrolments currently at 599, 168% of the target of 356. Additional partnerships with Latvia & Portugal are also currently in development, and with ISM from Vilnius in Lithuania, who visited LSBU in September.

For international applicants, the number of enrolled students is 450, which is 87% of the target, and the Semester 2 enrolment period could enable us much closer to target.

We remain below the threshold on visa refusal rates with UKVI with regard to our Highly Trusted Status, and the implementation of recommendations from a third party audit has been completed.

The final income figure for 17/18 was behind target, and a small decrease on the prior year result, mainly as a result of the challenging inbound recruitment market. However TNE partnerships continue to grow in size, and the development of further overseas activity is underway to further develop overseas delivery of LSBU curriculum.

Related Risk Matters:

Pre Brexit uncertainty in the international marketplace is having a significant impact on the attractiveness of the UK as a study destination. We continue to manage compliance with our Tier 4 licence, but the relocation of all UKVI processing to the UK is having an impact on turnaround times for our applicants.

The international student recruitment opportunities may be limited by the fact it still does not currently look likely that students will be excluded from the immigration stats, despite the release of data that contradicts the political assertions made using the International Passenger Survey ONS data.

Goal 7:		People & Organisation					
#	Key Performance Indicators	Aspirational Group 15/16 average	14/15	15/16	16/17	17/18 Target	Forecast / Result
18	Appraisal completion % (Amongst all eligible staff)	not available	90%	91%	95.6%	100%	*64.3 %
19	Average Engagement Score as %	70%		58%	62%	66%	61 %

Executive Lead: DVC (Education) – Shân Wareing

The formal Appraisal cycle concluded at the end of October, and the percentage of appraisals formally completed within the online platform was 64.3%, with a further 30% started or waiting for moderation.

The 2018 Engagement Survey saw a slight deterioration on the 16/17 result, but the timing of the survey coincided with the formal communications and process around the reduction of staff costs, so the result in this context was anticipated. Going forward the leadership team in People & Organisation are considering a revised and more holistic approach to the annual collection of staff opinions.

A career pathway template has been approved and provided to each of the Professional Service Groups, and have already been completed by P&O and LRR, with Technicians and Procurement close to completion, and career pathway project teams / leads have been identified in SSE, FMI and MAC.

The AUA Mark of Excellence project team are waiting for sign off of the draft behaviours & values framework, which incorporates the AUA behaviours, LSBU Leadership Attributes and EPIIC Values. This will then be integrated into recruitment, probation and development processes.

The Sodexo third party benefits platform launch was postponed due to sensitivities around timing, coinciding with the summer change proposals. The team is now exploring single sign on (SSO) potential with ICT, and launch is planned by the end of November.

Project five being overseen by the Organisational Effectiveness Group, on Service Charters & Business Partners, held an initial workshop in October to consider how business partners can support improved customer service. The workshop to finalise the institutional service charter is scheduled for November, and will then pilot four schemes in Estates, HR, Finance and with the HSC Admin team, before presenting the project progress at the 2019 staff conference.

The submission for Race Equality Charter was made in July, but has not led to the award on this occasion, but positive feedback on the submission was received, with good practice identified, and the responses have identified key aspects to be taken forward by the team for a later re-submission.

Related Risk Matters

The restructure processes completed in some areas, and the integration with Lambeth College for some professional services teams could lead to short term service issues, as services adapt to new structures and staffing arrangements.

Goal 8:

Resources & Infrastructure

#	Key Performance Indicator	Aspirational Group 15/16 average	14/15	15/16	16/17	17/18 Target	Forecast / Result
20	Surplus as % of income	3.0%	0.9%	2.4%	1.3%	1.0%	1.1 %
21	Income (£m)	£202.8m	£140.8 m	£138.2	£144.5	£150.5 m	£145.3
22	EBITDA margin (EBITDA expressed as % of income)		9.2%	11.8%	12.0%	13.0%	10.7%
23	Student satisfaction ratings with facilities & environment (FD)	86.5%	87.7%	90.0%	87.2%	90.0%	84.0 %
24	ICS Service Index %	-	68%	76%	66%	76%	No result

Executive Lead: Chief Operating Officer - Ian Mehrtens

The University delivered above the target surplus for the year, but was outside of the planned income growth due to a challenging year for student recruitment, which also impacted EBITDA, and this was enabled by the reductions made in year in staffing and Opex spend, and reduced investment.

There was a decline in student satisfaction across the questions within the NSS survey that relate to learning resources. Action plans have been developed and are being implemented ahead of the 2019 survey.

The Transformative Estates Development Plan concept supported at the March MPIC meeting approved the £65m budget for Phase 1 which delivers a focused student learning and resources environment, along with a refreshed environment for the School of Business in the current Learning Resources Centre, which has now been fully decanted into the Perry Library, together with improvements to the catering facilities.

Work has been completed to stabilise the Chapel building on Borough Road, to insert crash decks and facilitate the removal of the asbestos material within the building, in order to ensure compliance with its listed protection, and use cases are being explored.

The Data Centre migration to a hybrid cloud solution is now in progress, as the 5 year contract with IBM is reaching its end, with the new architecture commissioned, and transfer will be completed by January 2019, improving the performance of the infrastructure whilst helping to manage costs.

Office 365 has now been rolled out to all staff and students, providing the latest Microsoft collaboration tools. All windows 2003 servers have now been upgraded to Windows 2012, addressing security concerns, providing improved functionality, and greater efficiency of storage footprint.

Related Risk Matters

The Internal Audit diagnostic risk assessment of IT systems & procedures revealed some potential weaknesses with the current environment and controls, and action is almost complete to address these findings. The audit review of technology roadmaps identified a number of recommendations to improve the governance and project approach, and these are due for implementation by the end of 2018.

There is a risk that the transfer of the Learning Resources Centre into the Perry Library, or in phase 1 estate development works could impact on the student survey results, and work is underway to mitigate that risk.

A Programme Board is overseeing implementation of activities to support General Data Protection regulations (GDPR) compliance action plan, and a separate workstream element within LEAP is planned to further improve organisational approach and structures in this regard.

University Level:

9: League Tables

#	KPI	Aspirational Group 15/16 average	14/15	15/16	16/17	17/18 Target	Result
25	Times - League table ranking	98	120 / 127	120 / 128	106 / 128	103	107 / 132
26	Guardian – League table ranking	86	111 / 119	107 / 119	92 / 121	87	78 / 121
27	Complete University Guide – table ranking	90	119 / 126	115 / 127	108 / 129	105	93 / 131

Guardian University Guide 2019:

LSBU has risen 14 places to be now ranked joint 78th out of 121 institutions. Given that just two years ago we were at 107, this is excellent progress and is a continuation of the ongoing improvements in the table since 2012/13 when LSBU was ranked 113th out of 119.

LSBU has overtaken 14 Institutions who were all ranked higher last year.

Of the Universities that were ranked behind LSBU last year, only De Montfort has risen ahead of LSBU, moving from 94th to 71st.

The biggest improvements in the table were Aberystwyth (45th from 81st) & Liverpool John Moores (49th from 80th).

The biggest deteriorations in the table were City (32nd to 95th), Middlesex (70th to 112th) & Queen Mary (44th to 83rd)

Changes to the Methodology:

This year the Guardian has introduced a new measure for Continuation, which accounts for 10% of the score.

LSBU showed the biggest improvement in the Career after 6 months measure, with a 6.3% improvement from 76% to 82.3%. Smaller movements were seen for the remaining indicators. However the overall Score improved by 8.9 points. This score is based on the weighted performance of the Institution in all the subject tables, not the total measure scores in the main table.

Times / Sunday Times 2019 League Table:

LSBU maintained a comparable position, increasing overall score by 1 point to 443, but falling by one place to 107th whilst the total number of represented institutions grew by four to 132, with Leeds Arts University entering at 54, and Ravensbourne University and Wolverhampton joining the table for the first time this year below LSBU.

LSBU Measure Performance

LSBU has shown improved overall scores for Graduate prospects (+5.6%) Good Honours (+5%), Completion (+2.4%), SSR (0.5 improvement) and maintained UCAS entry tariff. However, deterioration seen for NSS scores in teaching quality (-1.9%) and student experience (-2.3%) and Spend per Student (-£164).

LSBU is ranked 4th in the table for Graduate prospects (+16), and 65th for Research Quality, although ranked poorly for Entry Tariff at 126th (-2) and for Completion at 118th (+5), but is now ranked outside of the top 100 for the NSS measures; Teaching Quality (105th, -24) & Student Experience (103rd, -23).