

Meeting of the Board of Governors

4.00 pm on Thursday, 14 March 2019
in 1B27 - Technopark, SE1 6LN

- Croydon Creative Campus Draft Prospectus

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**London
South Bank**
University

EST 1892

THE CROYDON CREATIVE CAMPUS

The 15th biggest 'city' in England with a young and growing population, Croydon has ambitious plans for the future. LSBU is keen to be part of those plans and to provide the high quality higher education the people and employers of the area deserve.

London South Bank University (LSBU) has the ethos, academic portfolio and experience to be an ideal partner in a new University Centre in Croydon.

Professional and technical education that serves the needs of learners and employers has been at the heart of LSBU's mission since our foundation. One hundred and twenty-five years on we remain committed to delivering that mission for the people of south London working in partnership with local borough councils and a range of educational and employer partners. We believe that a new Croydon University Centre would make a vibrant and vital contribution to local learners and employers and provide an exciting model for education in the UK.

LSBU's key areas of academic expertise include: engineering and construction; health and social care; digital and creative; and business and enterprise. This portfolio is a strong match to the needs of the local economy and learners in Croydon.

LSBU provides a wide range of pathways into higher education including higher and degree apprenticeships, extensive part-time provision, foundation years, and Level 4 and 5 programmes through to doctoral level study. LSBU is a highly accessible university offering entry tariffs based principally on potential rather than past achievement, including BTECs and recognition of prior learning. At the same time, LSBU is a leading UK university for graduate employment and starting salaries, and is listed by the QS international ranking as one of the top 150 universities in the world under 50 years of age.

LSBU's professional and technical course offer is underpinned by internationally regarded applied research which addresses key urban issues ranging from gang culture to sustainable transport engineering. LSBU also operates three engineering research centres at Cambridge Technology Park.

LSBU has relationships with over 1,000 employers. It operates one of the largest programmes of employer supported study in the UK, with some 7,000 LSBU part-time students supported by their employers. Over 50% of LSBU programmes are professionally accredited with the rest developed with guidance from employers. The link between employers, research and skills is embodied in our strong postgraduate offer which covers a wide range of professional areas.

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OUR VISION

Our vision is for a vibrant and accessible University Centre in Croydon which is a beacon and driver of local skills and enterprise. Rather than establish a traditional branch campus, we would create a skills and enterprise-based offer tailored to the needs of the local economy and local people. This would comprise subject specific offers developed in partnership with key local employers. We propose that these would be:

- Engineering, with a focus on construction and automotive and aeronautical engineering.
- Health and Social Care in partnership with local health care providers
- Digital Creative, ranging from games development to more systems-based programmes including network engineering and cyber security
- Business and Public Sector, serving the needs of companies and public sector organisations, including finance, hospitality and retail.

We would seek to include a strong enterprise strand, the purpose of which would be fourfold:

- To provide an exciting and accessible pathway into tertiary education, through which learners create 'apps' and similar projects
- To provide programmes which build the creativity, resilience, team-working and communication that are key employability skills
- To provide enterprise and production support for SMEs
- To provide applied research support to local businesses and other organisations.



A FLAIR FOR ENTERPRISE



In 2016 LSBU was named Entrepreneurial University of the Year by The Times. The basis of this award was the embedded nature of the skills and support within our enterprise provision. We propose that the University Centre would include these same enterprise strands.

Student Enterprise

Each year over 5,000 LSBU students participate in a wide range of enterprise programmes on campus. These are devised to enhance the skills that are needed not only by future entrepreneurs but by employers. We would also wish to offer enterprise-themed Access to HE provision.

Business Incubation

LSBU's Southwark business incubation facility houses 90 businesses and is ranked amongst the top 15 university-run incubators in the world. Key to its success is the symbiotic relationship between the university and tenants, all of which contribute to university programmes. Over the last five years, our tenants have achieved a combined income of over £300m. We would like to establish a similar operation in Croydon featuring a 'maker space' offer that would provide access to university workshop facilities and expertise. We would be pleased to extend an incubator offer as part of the site.

Enterprise Support

LSBU is the leading higher education provider of ERDF funded business and innovation support programmes in London. We are currently delivering five programmes covering sectors from health tech to food tech. Six hundred SMEs already benefit from LSBU business support. The aim of these programmes is to support over 1,000 SMEs, create 120 jobs and bring over 180 products/services to market. We would provide access from Croydon to these programmes.



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A PARTNERSHIP APPROACH

The LSBU Family comprises South Bank Academies (South Bank Engineering UTC and University Academy of Engineering, South Bank), South Bank Colleges (Lambeth College), South Bank Enterprises and London South Bank University. The Family is founded on a partnership approach. We believe that learners and employers benefit from strong and accessible educational pathways. We are keen to work closely with other local providers and international institutions to ensure that learners and employers have access to the education and skills programmes they need, where and when they need it.

LSBU has a focused and strong international research output. We provide applied research support to local businesses. LSBU is second only to UCL in London in the delivery of Knowledge Transfer Partnerships, the government-funded programme of university-led research and consultancy support for business. LSBU also has three research centres on the Cambridge Technology Park linked to employers, which in two years of operation have secured research and consultancy contracts of over £10m.

We would seek to engage local employers as partners in terms of knowledge transfer development and skills. There may also be the opportunity to work with local schools and FE providers to support progression pathways into higher education





Employer Supported Learning

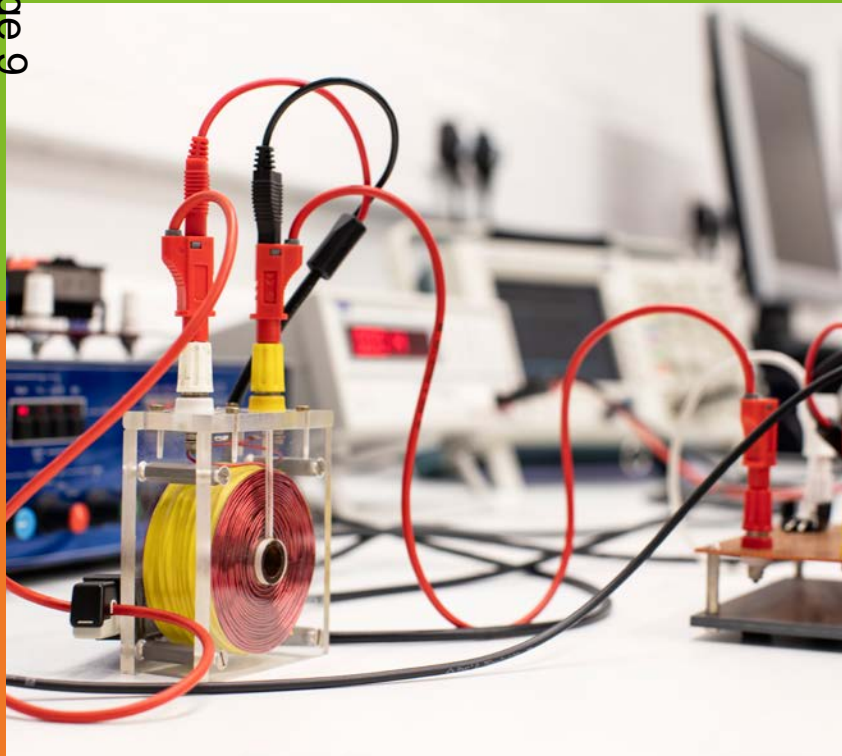
The LSBU Group operates to a shared educational framework. We believe that knowledge is at the heart of learning; but that the skills of how to apply that knowledge and the attributes that employers seek – such as confidence, collaboration and creativity – are increasingly important in providing learners with all they need to develop successful careers. The introduction of this framework has led to LSBU being named University of the Year for Graduate Employment for an unprecedented two years in succession (2018 and 2019) by The Times and Sunday Times Good University Guide. LSBU will apply this same framework at Croydon.

LSBU is a UK leader in Employer Supported Learning. Around 7,000 LSBU students study part-time supported by their employer; 2,000 have their fees paid.

A further 800 are higher and degree apprentices. LSBU offers the widest range of higher and degree apprenticeship standards in the UK. Working with Lambeth College we are able to make an all-through apprenticeship offer from Level 1 to Level 8.

Many of LSBU's employer-supported students are undertaking programmes at Levels 4 and 5 (usually HNCs and HNDs). These programmes are highly regarded by employers and constructed in a way that enables employers and learners to 'step on and step off' when it best suits employer and employee.

LSBU proposes to make the same part-time offer available at the Croydon University Centre and will seek to offer a range of degree level apprenticeship opportunities.



OUR PROPOSAL

We would like to develop the Croydon Creative Campus in the heart of Croydon in partnership with Croydon Council and local employers. This would be a University Centre offering professional and technical higher education to local people and employers.

We would seek to work with the Council to develop strong partnerships with key local employers with the aim of: ensuring that our courses offered matched their needs; and identifying opportunities for off-site and joint teaching. The initial Course Portfolio would comprise programmes serving key local employment needs in particular Built Environment, Engineering, Health and Social Care. In addition, we propose to offer a selection of programmes that would provide upskilling opportunities to the digital and creative industries businesses of the area. These could include short courses and postgraduate courses in post-production.



A PHASED APPROACH

In order to establish a strong and coherent offer as soon as possible, the University recommends a phased approach to the establishment of the Croydon Creative Campus. We propose an initial offer based on evidenced learner and employer demand. This initially shows a requirement for programmes in key areas of strength for LSBU: Engineering and Construction; Health and Social Care; and Digital.

- **Engineering and Construction** – LSBU is home to the UK's largest and widest ranging School of the Built Environment in the UK. Two-thirds of the UK's building services engineers graduate from LSBU – which was also the first university to offer architecture apprenticeships.
- **Health and Social Care** – LSBU is the largest educator of nurses in London. The University holds over 70 NHS training contracts including the recent addition of Croydon University Hospital. The initial focus would be on nursing and midwifery and include Access routes.
- **Digital** – we propose an initial offer linked closely to enterprise, supplemented with short courses, including at postgraduate level.

Employer-led demand is likely to focus on higher and degree apprenticeships and part-time programmes and we propose that this would be the basis of our initial offer. Through this approach we avoid the 'normal' student recruitment cycle allowing more flexibility.



Capital and Revenue funding

LSBU's access to capital for this programme will be limited. However, with capital support from Croydon we anticipate that HE and FE education funding streams will provide the necessary revenue income. LSBU will also provide business support programmes with LEAP (London Economic Action Partnership) funding.

Phase One facilities

We propose a phased development. Phase One would be situated in refurbished facilities in Bernard Wetherall House and open in 2020. We estimate a requirement for approximately 2,500-3,000sqm. This would house:

- Teaching facilities for the initial portfolio outlined above
- Student support
- Employer support including access to Business Support programmes and Academic Expertise facilities
- Incubator and maker space facilities



Further Phases

There would be a joint ambition for additional space and facilities as demand grows, ideally with financial support from the Local Enterprise Partnership and other sources such as the planned Shared Prosperity Fund.

Phase Two provision would comprise a broader range of programmes in engineering, health and social care as well as business and financial services, retail and hospitality. We would also seek to increase the digital creative offer focused on serving the demand from the growing numbers of creative industry businesses in the area, including digital creative, digital engineering and digital marketing. We anticipate the space growing to perhaps 8,000-9,000sqm as part of Phase Two.

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