

**Notes of the Board of Governors strategy session
held at 10.30 am on Thursday, 11 June 2020
MS Teams**

Present

Jerry Cope (Chair)
Michael Cutbill (Vice-Chair)
Duncan Brown
John Cole
Peter Fidler
Nelly Kibirige
Mark Lemmon
Nicki Martin
Hilary McCallion
Mee Ling Ng
David Phoenix
Rashda Rana
Tony Roberts
Deepa Shah
Vinay Tanna

Apologies

Jeremy Parr
Nazene Smout
Pat Bailey
Richard Flatman
Marcelle Moncrieffe-Johnson

In attendance

Michael Broadway
Dan Cundy
Richard Duke
James Stevenson
Patrick Callaghan
Sarah Cowley
Paul Ivey
Deborah Johnston
Fiona Morey
Warren Turner
Nicole Louis

1. Programme

The Chair welcomed governors to the meeting. The session was an opportunity for governors to contribute to the direction of the draft Group strategy before final Board approval in July 2020. The draft strategy was a strategy for the whole Group. The session was for the Board to consider the

group strategy from an LSBU perspective. The Boards of SBA and SBC had discussed the draft strategy from SBA and SBC perspectives.

Key questions for governors to think about during the session were:

- Is the draft strategy coherent enough?
- Is the draft strategy stretching enough?
- Is there enough capacity in the Group to deliver the strategy?

2. **Overview of draft strategy**

The Board noted an overview of the context in which the strategy had been developed. The ambition of the strategy is for the Group to be a unique education provider in the UK delivering secondary, further and higher education. In order to achieve this the Group needed to evolve to a group operating model.

3. **Strategy development**

The Board noted an update on the development of the strategy. The draft strategy had been consulted upon widely with staff and stakeholders across the Group.

The proposed 2025 goals from the strategy are to:

- make progress against the UN sustainable development goals;
- positively impact 1 million lives;
- increase social mobility;
- increase students' social capital;
- achieve £5 billion of economic impact;
- deliver impactful and quality research;
- ensure that technology and industry standard facilities are embedded in high quality teaching;
- deliver environmental sustainability;
- ensure a highly engaged workforce;
- close the gender and ethnicity pay gap;
- deliver financial sustainability; and
- provide highly effective internal services.

Progression

The Board noted an update on career pathways in the LSBU Group. The group structure provides a unique opportunity to develop key career pathways for students at all educational levels.

The Board noted an update on research and links between pedagogy and social disadvantage.

4. Feedback and discussion

The Board welcomed the draft strategy. Key areas of support were:

- the distinctiveness of the offer;
- the interconnectedness of the group;
- students as co-contributors and employers as co-creators;
- the benefits to the community; and
- the focus on social inclusion and lifelong learning.

The challenges to delivering the strategy were identified as:

- ensuring that staff have the skills to deliver the vision;
- technical poverty and technical upskilling for students; and
- the capacity of management and staff to deliver the vision.

Following approval of the strategy, the executive would develop an operational plan for the first year of delivery.

5. Conclusions

The Board supported the draft strategy. The Chair acknowledged pride in the journey so far and the support for the ambitions in the new strategy. The Board would be requested to approve the final strategy at its July 2020 meeting.