

## **Group strategy day**

2.00 pm on Thursday, 17 December 2020  
in MS Teams

### **Presentations**

<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
2.	General update	3 - 6	DP
3.	LSBU Group update	7 - 26	PB, DC, FM
4.	Institute of Health & Social Care	27 - 34	WT
5.	Equality, Diversity and Inclusion	35 - 52	NL, MMJ, DJ

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# Group Strategy Day

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Page 3

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Agenda Item 2

# Changing environment aligns with place and technical

- Technical Education & place :
  - FE white paper
  - Higher Technical Qualifications and T levels
  - Shared prosperity Fund
- **FE** –
  - Research growth and distribution of funding
  - Success measures (Pearce review, B3 consultation, NSS review)
  - more modular approach with changes to funding arrangements?
- **FE**
  - Skills devolved
  - L2/3 review; loss applied generals?
  - Reduced subcontracting
- Schools – role of UTCs?; loss applied generals

# Response

Deliver :

- Technical and professional specialism with strong outcomes
- Page 5 Specialisation within individual group components
- Cross Group coordination
- Strong differentiated brand and positioning

# When knowledge works, people thrive

LSBU Group believes knowledge has the power to impact the lives of all people, across all sections of society. To make our world more free, fair and open, help our economy grow, and leave no one behind.

**Unbound by tradition**, we are a leader in technical education.

**Career-focused pathways** across our institutions open up opportunities for an infinitely diverse cohort, and remove barriers.

**Rooted in the real-world**, we are a partner to industry. Research, knowledge exchange and innovation empower organisations to see their own potential.

**Committed to our communities**, we serve society with integrity, wherever we are in the world. Access to life-changing opportunities, resources and support empowers individuals to live happier, healthier more fulfilling lives.

**We work with governmental and grass-roots organisations**, delivering profound economic and social impact.

# The Vision for the University

It will be based around:

- offering **access** to HE **opportunities** for all who can benefit (WP mission);
- **real world impact** in our disciplines through R/ent/PP;
- providing outstanding **student** experience and **success**;
- delivering the needs of business and the community.

Fit for  
the  
Future

<u>KPI</u>	<u>Threshold</u>	<u>Aspiration</u>
Average NSS		
Yr1-to-2 progression		
Yr 1 UG entry		
Graduate outcomes		
TEF (Uni and subject)		
R measures (outputs, income, REF)		
Enterprise (income .... and other measures)		
Community engagement	.....	+ others

University KPIs  
and  
local PIs



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# Building on recent successes

- **TEF Silver (valid until 2021, then? NSS big focus - ENG✓ )**
- **Guardian and CUG – top 100 (93<sup>rd</sup> and 89<sup>th</sup>)**
- **Sector leader in apprenticeships – 1967 (target 2000!)**
- **4<sup>th</sup> for GE and 12<sup>th</sup> for salaries in 2019 ... less well in GO**
- **Times/ST; UotY for Grad. Employment ... 2018 & 2019**
- **Top 200 in World 'Impact Rankings' for SDGs**
- **REF 2014 125 staff, GPA 2.55; REF2021 200 staff, GPA 2.8**
- **Croydon Campus being completed NOW**
- **£55m London Road on time for Student Hub 2021**
- **Student recruitment of new UGs is our best ever**

From a position of 'in the bottom five' of all LTs in 2014/15



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# What happened when Covid struck?

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- Weeks before lockdown happened, colleagues worked to transition to a hybrid delivery model
- From the 23<sup>rd</sup> March, we had to move entirely online, and try to see out the academic year
- Staff and students alike working through a very challenging period – all of BAU .... x2
- Supported ECs claims for students jumped from **2063 in 2018/19 to 4699 in 2019/20**
- We needed a way of ensuring that students were adequately supported to ensure ‘No Detriment’, and had help with finance, MH, tech. etc



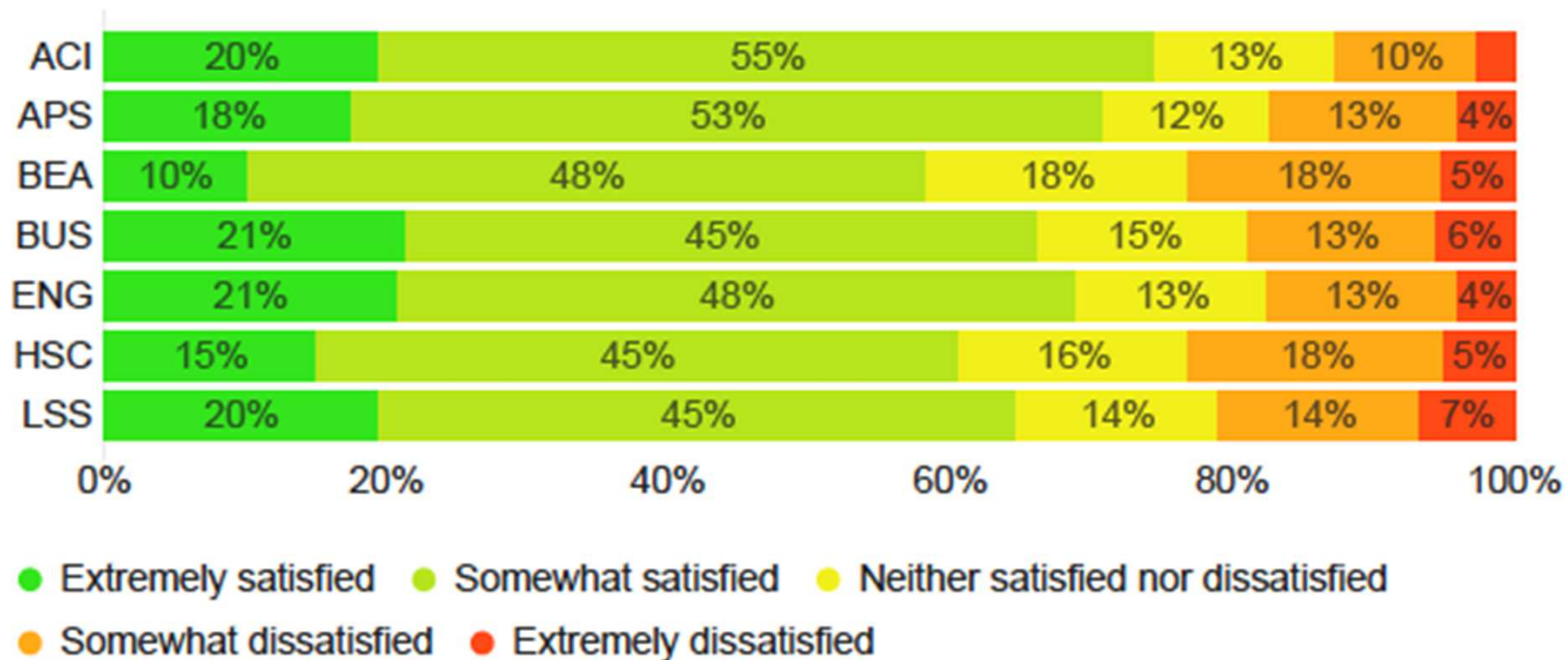
(Slides: Deborah Johnston, Tony Moss, Angela Dalrymple)

# How have students felt about the transition?

## Course Satisfaction

How satisfied are you with your overall experience on your course so far this year?

4046 Responses



# Finally, what was the impact of all this hard work?

## Quick Quiz!

- Responding in the chat, how many individual students do you think progressed as a direct result of our application of the COVID-19 Exceptional Regulations?

**A: 250**

**B: 476**

**C: 592**



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# You're all wrong! It's D: 900!



**Year 1-to-2 and 2-to-3 both up 6%; £7M more income**



# Examples of Student Feedback

**“This is a tough time for everyone, and I wanted to thank you for everything you have done to be able to teach us students our degree in this time.”** *(2<sup>nd</sup> year UG student)*

**“Thank you for all your hard work and support – really appreciate the extra lengths lecturers, module leaders etc. have gone to in order to produce content for us all.”** *(2<sup>nd</sup> year UG student)*

**“I am very grateful for your help. I will never be too tired to thank you, the world is too small!”**  
*(Final year MSc student)*

**“Thank you for all your hard work and support – really appreciate the extra lengths lecturers, module leaders etc. have gone to in order to produce content for us all.”** *(2<sup>nd</sup> year UG student)*

**“Teaching standards and quality are high, and we are pleased!”**  
*(1st year Apprenticeship student)*



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# South Bank Academies Update

Dan Cundy, Executive Principal





- Covid-related challenges
- Staffing
- Improved outcomes, destinations
- Recovery Curriculum, #BLM
- Innovation in teaching and learning
- Increased group integration
- Strategic development: distinctiveness, HNC, PGCE, apprenticeships, health specialism





Page 17

Unrivalled development of students' employability and professional skills through access to enriching experiences within and beyond the LSBU Group.

Diversity of opportunities for our students to be positive citizens who actively improve the lives of others.

Excellent preparation of our students for successful, high value careers, with a focus on the professional and technical.

## South Bank Academies Distinctiveness

Outstanding, personalised care, information, advice and guidance to support progress through 'career pathways' model.

Wealth of opportunities for our students to develop social and cultural capital.







**South Bank**  
**Academies**  
LSBU | GROUP

020 7815 8181  
[www.sbatrust.co.uk](http://www.sbatrust.co.uk)

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# South Bank College December 2020 update



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# Headlines

Student achievement 3 year improving trend continues

SBC strategy focussed on career pathways and progression

## Gateway College

Entry – level 1

English and maths

Digital and employability skills

14-16 yr olds

SEND

ESOL

## Vauxhall Technical College (Sept 22)

Level 2-4

STEAM Centre

Health & Life Sciences

Business and Employer Hub

Finances remain a challenge



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# Responding to COVID



**LC** | Gateway  
Lambeth College  
The Careers College

**LAMBETH YOUTH HUB**  
Page 23

**16-24 year olds**

The Lambeth Youth Hub is a one-stop shop for a multitude of support services under one roof. Participants will get help with their CV, job search and practice their interview housing and mental health support.

You will also be able to access support in areas such as English and maths.

The Lambeth Youth Hub is extremely flexible the only expectation is that participants commit to at least two days a week.

Young people's benefits will not be affected by them taking part in the Lambeth Youth Hub.

Lambeth College is working in partnership with the DWP (Job Centre Plus) to create opportunities for unemployed people aged 19+.

Contact the Gateway Team for more information:  
020 7501 5613 | [lambethcollege.ac.uk](http://lambethcollege.ac.uk) | [YPEReferrals@lambethcollege.ac.uk](mailto:YPEReferrals@lambethcollege.ac.uk)

You can also speak to your Job Coach.

- Lambeth Youth Hub to support young people 16-24 years old to access education, training and employment
- Adult Gateway offer
- New funded provision for adults to be available in the Spring Term
- Sector Based Work Academies in health, business and construction



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# Health Skills at Tabard Street



Page 24



- HEE sponsored HealthTec ready
- English and maths for the health sector at Tabard Street
- Higher Diploma in Health150 health sector works completed in the first year
- Nursing Times Award for workforce development



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# Equality Diversity and Inclusion

## STUDENT COMMISSION ON RACIAL JUSTICE:

A national student-led project giving thousands of young people a voice on racial justice

This new project is bringing together students from ten colleges across England to:

- Examine young people's views and experiences on racial justice.
- Explore racial disparities across different areas of society including: policing, education and health.
- Involve young people in developing actions for government, education and other sectors to take account of.

The Student Commission will be launching a simple questionnaire asking thousands of young people to tell us what they think.

Responses will be used to produce a Manifesto for Action outlining the Student Commission's key recommendations for addressing racial disparity.



- Working with Investors in diversity seeking accreditation in Autumn 2021
- College students join Commission on Racial Equality
- Education, deprivation, race, health, employment interconnectivity central to our work as a college at the heart of our community



@LeadersUnlocked  
#StudentCommissiononRacialJustice  
LEADERS UNLOCKED



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# LSBU Institute of Health & Social Care: Developing our Vision

Page 27



# Format of session:

- The Opportunity – context setting
- What we are building on
- Discussion of vision & potential
- Priorities & next steps

Page 28



# The Opportunity - National

- The NHS is Europe's largest employer (employing 1.3m people in 2020)
- Largest global employer of graduates
- NHS spends £4bn annually on education & training
- NHS is the largest provider of work placements for undergraduate students anywhere in the World
- NHS People Plan aims to make the NHS the World's best employer
- Research and innovation is at the heart of the service and is World-leading. [eg. Recovery (Covid therapy research programme) is World's largest ever randomized controlled clinical trial.]



## The Opportunity – Local

- NHS in London employs >250k people
- 50% of employees are not registered health professionals
- London's largest employer is NHS
- 53 individual employer organisations make up the NHS in London
- In SE London:

Guy's & St Thomas – 17,500 staff  
King's College Hospital – 12,800 staff  
South London & Maudsley – 5,000 staff  
St George's Hospital Trust – 8,800 staff  
SW London & St Georges – 2,500 staff

SE London alone employs more people than the whole of the NHS in Birmingham!



**INNOVATORS, GAME  
CHANGERS, PIONEERS,  
CREATIVE THINKERS,  
INVENTORS, DISCOVERERS,  
CHALLENGERS,  
FRONT RUNNERS.  
WELCOME.**

**NHS**  
Royal Free London  
NHS Foundation Trust

**ROYAL FREE TO  
BE YOUR BEST**

# Local Needs & challenges

75% of over 55s in SE London have one or more long term condition

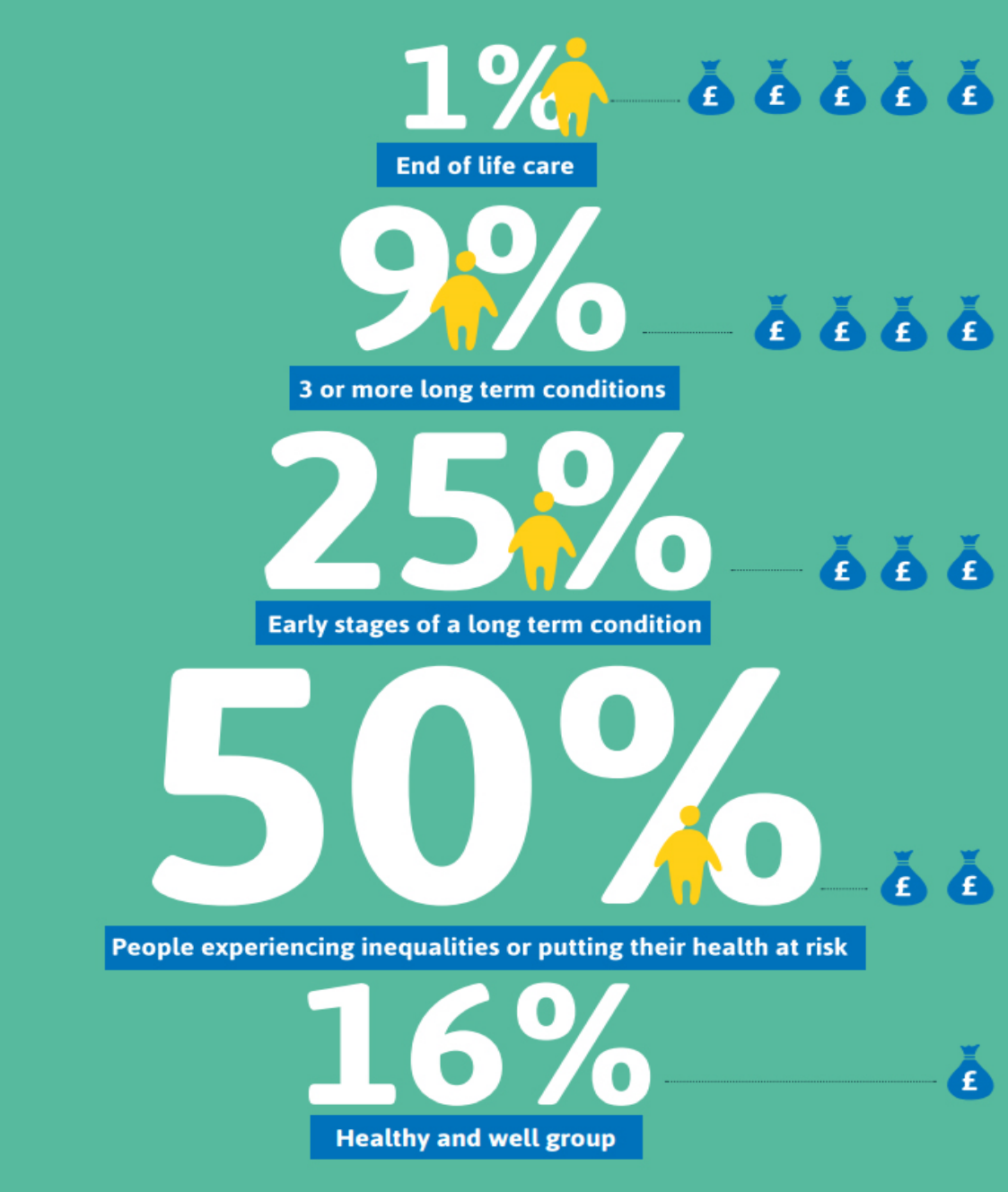
32% of children obese

1.67m people live in SE London

4 of 6 boroughs (Lambeth, Southwark, Lewisham, Greenwich) rank in 15% most deprived areas in UK

High level of inequality – diverse communities: BAME population varies from 15.6% in Bromley to 46.5% in Lewisham

Page 3



# What we are building on

- LSBU partnerships with over 60 NHS organisations (inc student placement agreements)
- Strong reputation for clinical education, local recruitment/employment, innovation & leadership development
- A group structure covering all academic levels (one stop shop opportunity)
- Central location with good connections





# Discussion:

What is our potential?

Priorities & Next Steps...

Page 33



United Kingdom is ranked **10<sup>th</sup>** out of **11** for people living healthy lives

COUNTRY RANKINGS

- Top 2\*
- Middle
- Bottom 2\*

EXHIBIT ES-1. OVERALL RANKING



	AUS	CAN	FRA	GER	NETH	NZ	NOR	SWE	SWIZ	UK	USA
OVERALL RANKING (2013)	4	10	9	5	5	7	7	3	2	1	11
Quality Care											
Effective Care	2	9	8	7	5	4	11	10	3	1	11
Safe Care	4	7	9	6	5	2	11	10	8	1	11
Coordinated Care	3	10	2	6	7	9	11	5	4	1	11
Patient-Centered Care	4	8	9	10	5	2	7	11	3	1	11
Patient-Centered Care	5	8	10	7	3	6	11	9	2	1	11
Access											
Cost-Related Problem	8	9	11	2	4	7	6	4	2	1	11
Timeliness of Care	9	5	10	4	8	6	3	1	7	1	11
Timeliness of Care	6	11	10	4	2	7	8	9	1	3	11
Efficiency	4	10	8	9	7	3	4	2	6	1	11
Equity	5	9	7	4	8	10	6	1	2	2	11
Healthy Lives	4	8	1	7	5	9	6	2	3	10	11
Health Expenditures/Capita 2011**	\$3,800	\$4,522	\$4,118	\$4,495	\$5,099	\$3,182	\$5,669	\$3,925	\$5,643	\$3,405	\$8,000

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# GROUP UPDATE

Page 35



Deborah Johnston: PVC Academic  
Nicole Louis: Chief Customer Officer  
Marcelle Moncrieffe-Johnson: Chief People Office

November 2020

# Agenda

**1. Introduction**

Nicole Louis

**2. Update**

Marcelle Moncrieffe-Johnson

**3. Awarding Gap Programme**

Deborah Johnston

**4. Discussion**

Marcelle Moncrieffe-Johnson

**5. Your questions?**

Marcelle Moncrieffe-Johnson

Page  
36

# Introduction

## Nicole Louis

Page 37

**Update**

**Marcelle Moncrieffe-Johnson**

Page 38

# Outcomes

A Group where equality, diversity and inclusion is embedded in the Group and its organisation model, and reflected in everything we do.

Leaders who role model and seek to listen, deepen their understanding and contribute to the debate; whose population reflect the characteristics of our staff and students

Step change in behaviours and mindsets, reflected in reality in an inclusive culture where inclusion is lived as a core principle

Processes and systems which drive systemic change

All our students achieve their potential

Our students, colleagues and communities demonstrate their agency and own the agenda

Partners who reflect our EDI values in how they operate

## Key Indicators

By 2025:

**For our staff, we will:**

- Reflect our staff composition in all our management levels both academic and professional services
- Eliminate pay gaps by 2025

**For our students, we will**

- All our students achieve their potential whatever their characteristic
- Give the right support for our students depending on their access needs

**For our suppliers, partners & communities, we will:**

- Work with our partners with clear expectations as to how we all behave, and take action if they break these

## Corporate KPIs By 2025

**Closing the Pay Gap**  
Target for diverse representation in Graduate 10+

Ethnicity	30%
Gender	40%

# Awarding gap programme

**Deborah Johnston**

Page 40



# Our students today

## Racial Awarding Gap: Good Honours % (average)

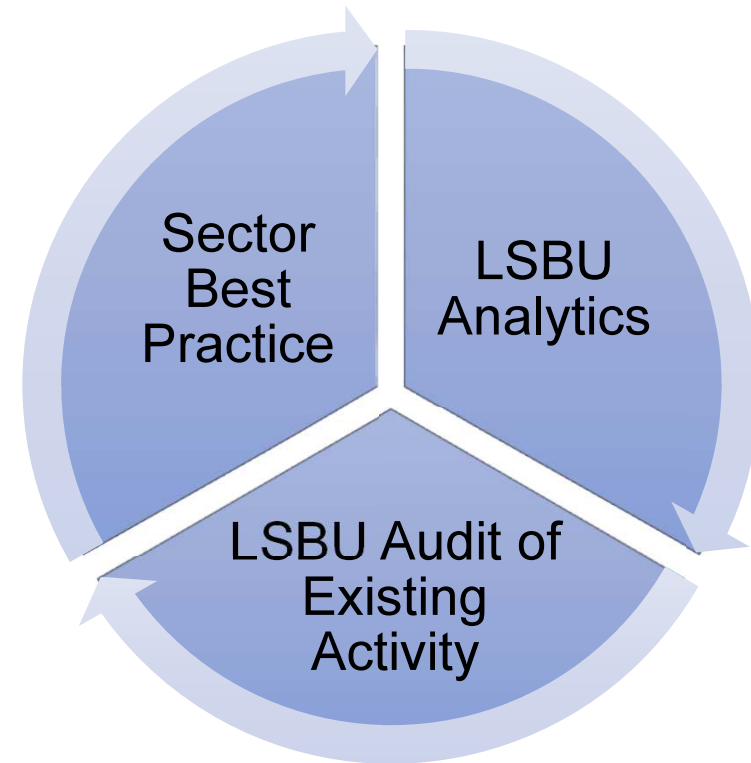
	15/16	16/17	17/18	18/19	19/20
Awarding gap (white/black students)	24.6%	22.4%	20%	23.3%	20.8%
Awarding gap (white/BME students)	18.8%	18.7%	14.1%	18.3%	17.6%

Page 41

# The Plan:

## Discovery Sep-Dec 2020

1. We will investigate what is happening in LSBU in detailed analysis of the data.
2. We will audit what we are already doing as an institution to address the racial awarding gap using the NERUPI framework, including looking at existing projects such as What Works. We will celebrate what has been making an impact. We will review existing qualitative feedback from staff and students.
3. We will undertake a sector best practice review to understand which evidence-based interventions we are yet to implement.



# Discussion

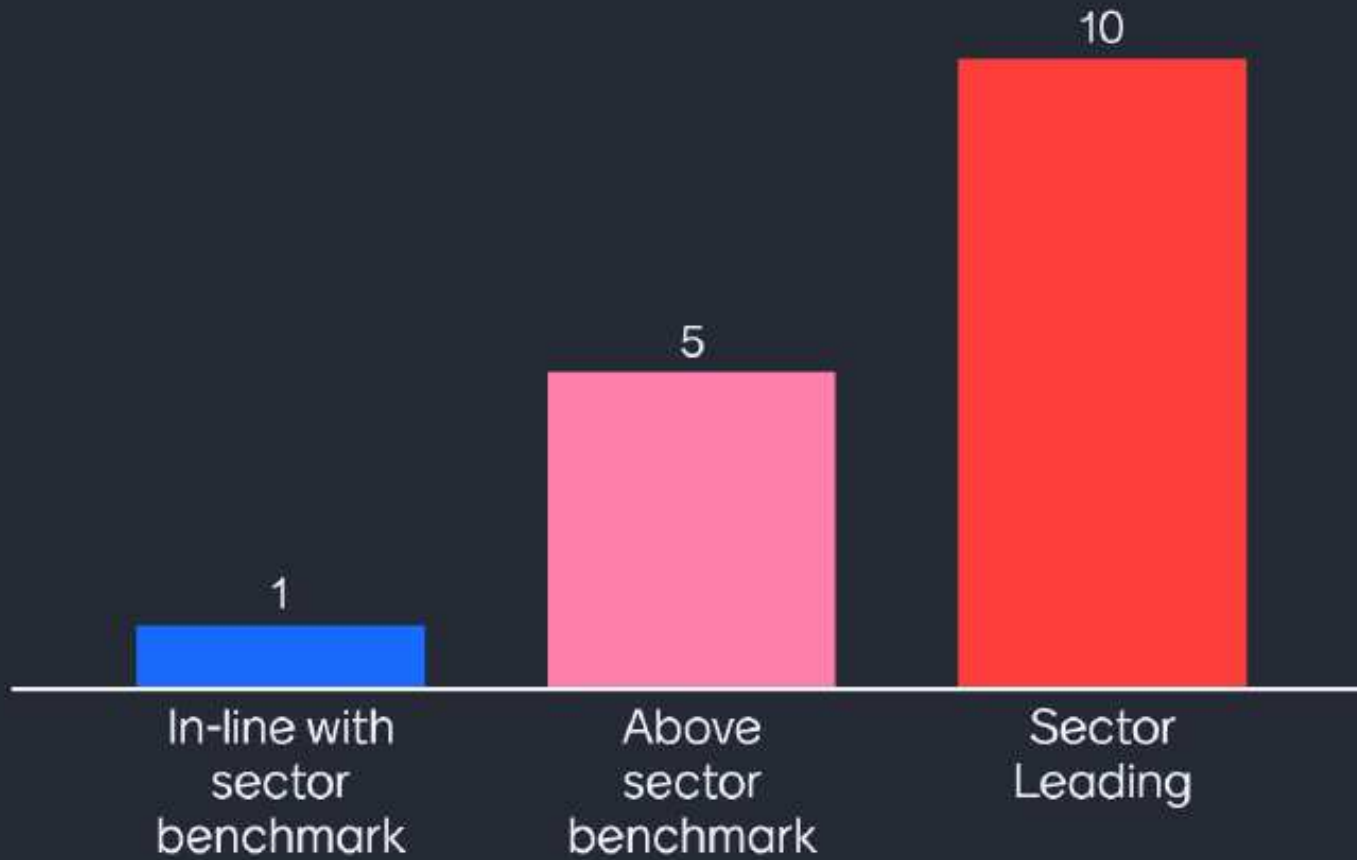
**Are there differences in priorities/challenges across the Group?**

**How do we address them?**

**How do the board want to understand and oversee our progress?**

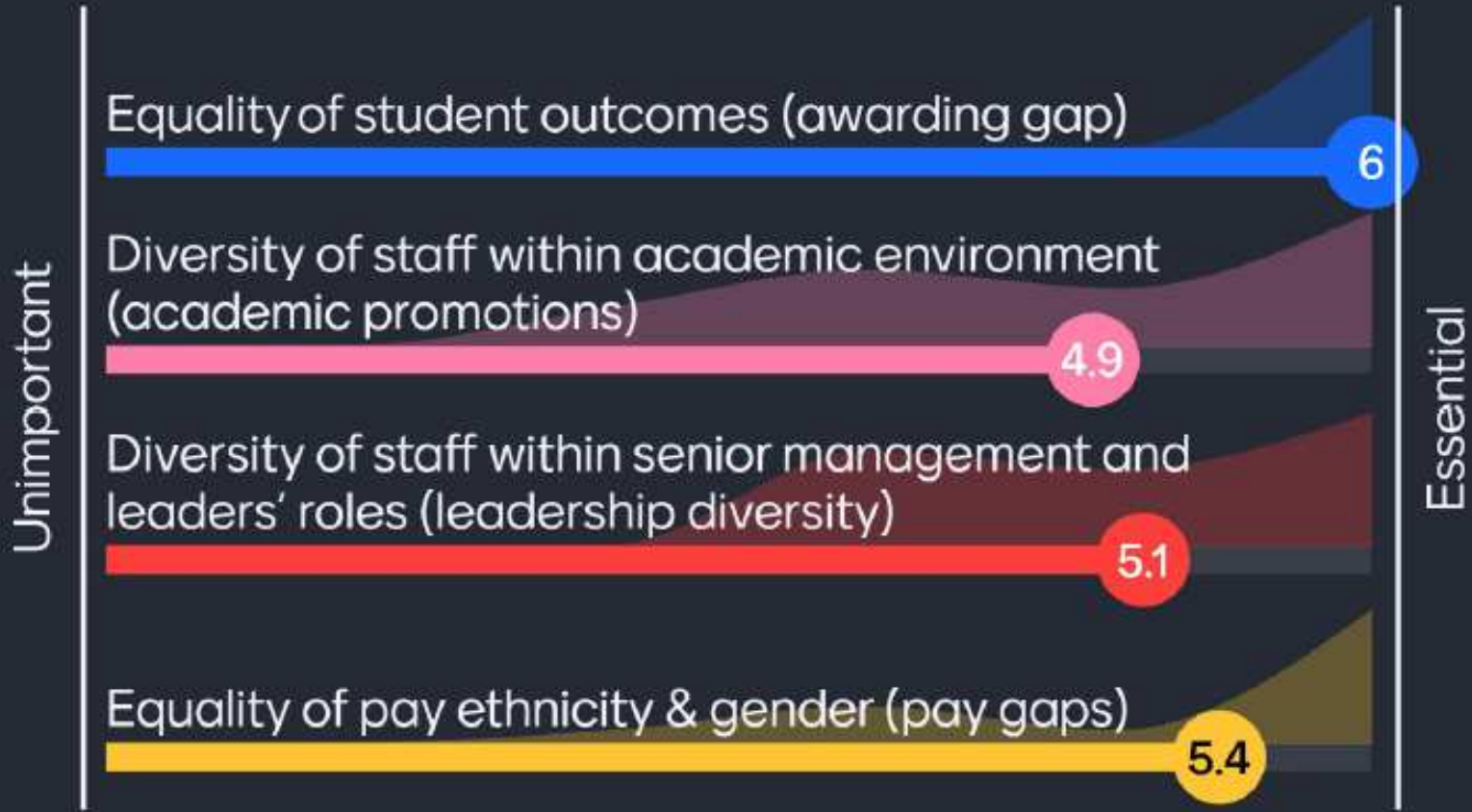
# LSBU Board Responses

# Scale of our EDI ambition



# Our EDI priorities

Page 46

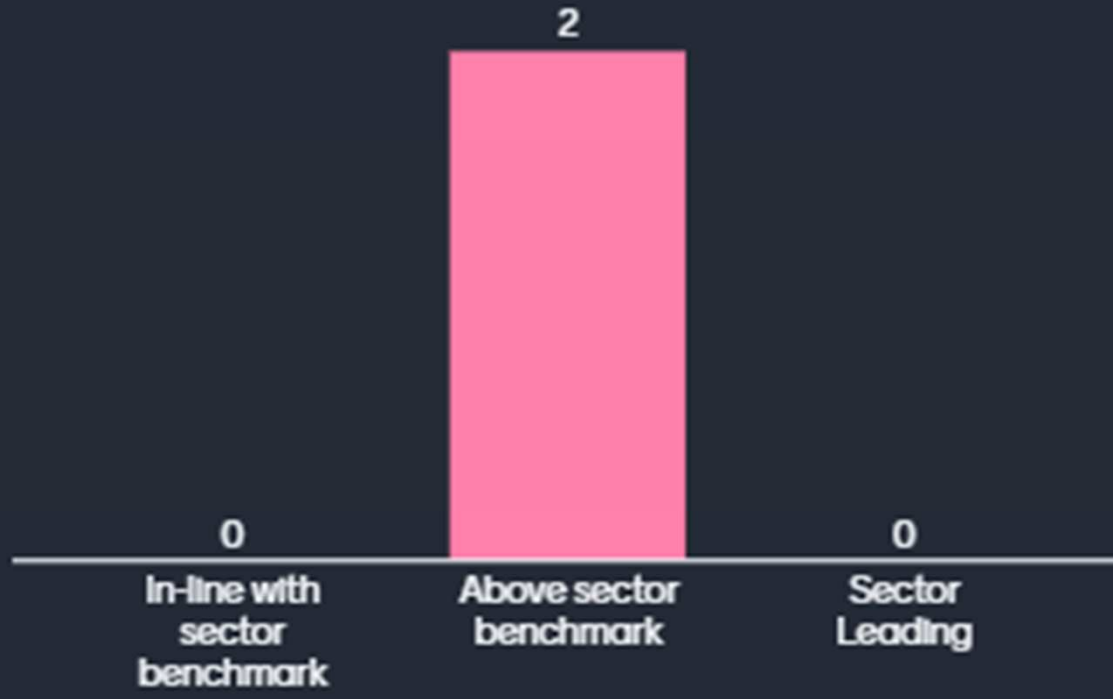


# LSBA Board Responses



# Scale of our EDI ambition

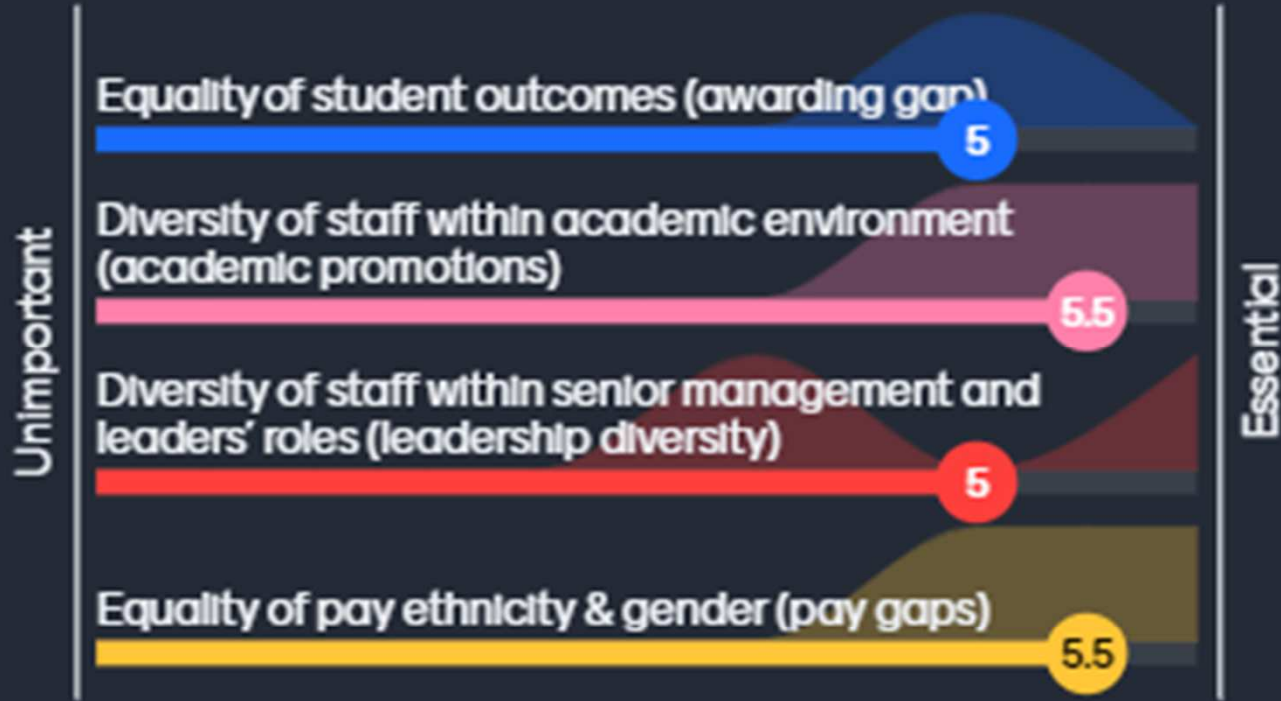
Mentimeter



Page 48



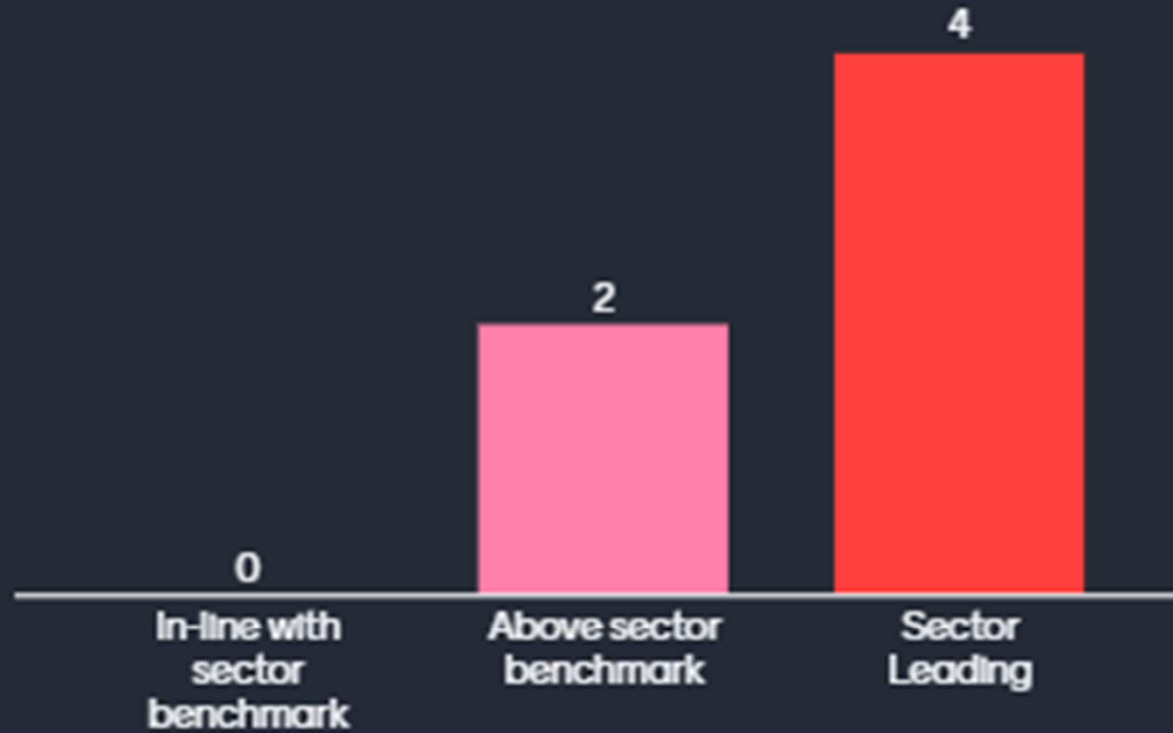
# Our EDI priorities



# LSBC Board Responses

# Scale of our EDI ambition

Mentimeter



Page 51

# Our EDI priorities

