



Board of Governors and Academic Board joint strategy day

**9.45am for 10.00 am - 4.00 pm on Wednesday, 26 April 2017
in Oxford Circus Room, H10**

P R O G R A M M E

Theme – Student experience and Diversification opportunities

<i>Time</i>	<i>Topic</i>	<i>Presenter/s</i>
	Tea and coffee	
	Joint session on the student experience	
	Board of Governors and the Academic Board	
	Welcome	
1.	External policy environment <ul style="list-style-type: none">• opportunities and threats• discussion	DP
2.	The student experience in Higher Education <ul style="list-style-type: none">• discussion	SW
	Tea and coffee	
3.	Apprenticeships <ul style="list-style-type: none">• the experience of part time and work-based students• discussion	MS
	Lunch	
4.	Session for the Board of Governors Financial overview <ul style="list-style-type: none">• questions/discussion	RF
	Tea	
5.	Creating a family of educational institutions <ul style="list-style-type: none">• shape and governance arrangements• discussion	DP
	Conclusions	
	Close	

No. Item Pages Presenter

**Date of next meeting
Board of Governors - 4.00 pm on Thursday, 18 May 2017**

Board of Governors: Jerry Cope (Chair), Andrew Owen (Vice-Chair), David Phoenix, Steve Balmont, Shachi Blakemore, Michael Cutbill, Douglas Denham St Pinnock, Neil Gorman, Carol Hui, Hilary McCallion, Kevin McGrath, Mee Ling Ng, Jenny Owen, Tony Roberts and Calvin Usuanlele

Members of the Executive: Pat Bailey, Deputy Vice Chancellor
Mandy Eddolls, Executive Director of Organisational Development and Human Resource
Richard Flatman, Chief Finance Officer
Paul Ivey, Pro Vice Chancellor (Research and External Engagement)
Ian Mehrtens, Chief Operating Officer
James Stevenson, University Secretary & Clerk to the Board of Governors
Shân Wareing, Pro Vice Chancellor, Education and Student Experience

Apologies: Temi Ahmadu and Pat Bailey

With: Michael Broadway, Joe Kelly and Mike Simmons

Additional members of the Academic Board: Ian Albery, Acting Dean of Applied Sciences, Stephen Barber, Reader and Programme Manager, Business, Craig Barker, Dean of Law & Social Science, Janet Bohrer, Director of Academic Quality Development Office, Kirsteen Coupar, Director of Student Services, Charles Egbu, Dean of Built Environment & Architecture, Gurpreet Jagpal, Director of Enterprise, Janet Jones, Dean of Arts & Creative Industries, David Mba, Dean of Engineering, , Lesley Roberts, Head of Skills for Learning, Warren Turner, Dean PVC Health & Social Care

Apologies: Sodiq Akinbade, SU
Charles Egbu, Dean of Built Environment & Architecture
Mike Molan, Pro Vice Chancellor (Enhancement), Dean of Business
Shushma Patel, Director of Education and Student Experience, Engineering



	CONFIDENTIAL
Paper title:	Creating a Family of Educational Institutions
Board/Committee	Board strategy day
Date of meeting:	26 April 2017
Author:	Dave Phoenix, Vice Chancellor
Executive/Operations sponsor:	Dave Phoenix, Vice Chancellor

Background reading on the Family of Educational Institutions is enclosed ahead of the Vice Chancellor's presentation at the strategy day.

Discussion points on the day will be:

- What does this mean for the way we work?
- What are the governance implications?
- What are the opportunities and risks?

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Creating a Family of Educational Institutions.

1.0 Introduction

The LSBU Family consists of specialist educational providers which are linked in a formal group structure. The group aims to serve the community and employers of south east London through collaboration. Working within a Common Education Framework that aligns their education and learning approaches Family members will co-operate to prioritise the needs, and to support the progression of, individual learners through shared governance and quality assurance structures, horizontal and vertical learner pathways, shared resources and activities, and cross-family advisory services.

There are two cross cutting themes within the group:

Educational framework	Entrepreneurial education
<p>Learning in the each of the different organisations will be designed around four components:</p> <ol style="list-style-type: none">1. Effective delivery of knowledge in a way that makes best use of digital technologies2. Development of students' understanding, and their professional and vocational skills through application.3. Integrated extracurricular opportunities for students to ensure they develop their confidence, skills and networks.4. Close relationships with employers, industry, and Professional, Statutory and Regulatory Bodies to underpin our provision in terms of currency and relevance	<p>Entrepreneurial education prepares people to be responsible and enterprising individuals. It helps people develop the skills, knowledge, and attitudes necessary to achieve the goals they set out for themselves. Evidence also shows that people with experience of entrepreneurial education are more employable. This will be delivered through the educational framework</p>

The aims of the group are:

1. To enable learners to reach their potential by providing them with the knowledge and skills to succeed
2. To support business and communities primarily within south London
3. To sustain growth through provision of a differentiated high quality educational offer
4. To enhance effective use of resources to the benefit of the learners

2.0 Principles

- 2.1 One Family of Providers – Strategy driven from the Centre with each specialist organisation focused on teaching, learning and enterprise with quality support from professional functions
- 2.2 Customer focused – adopting professional service models that provide a high quality learning environment for staff and students
- 2.3 Accountable – Clearly identified responsibility for performance and process with delegated authority to the lowest level possible
- 2.4 Efficient – streamlined, efficient process and functions that deliver value
- 2.5 Effective – performance management embedded and driving improved delivery, data integrity assured

3.0 Mission

It is intended that the group should have an overarching mission with each organisation within the group outlining a vision that shows how it will contribute to that mission.

Mission Statement:

Eg To transform lives, communities and business by the provision of sector leading educational opportunity

Organisation	Vision
LSBU	To be recognised as an enterprising civic university that addresses real world challenges
South Bank Academies	To be seen as the leading provider of professionally focused educational opportunities in south London
'South Bank Colleges'	
South Bank Enterprise Ltd	

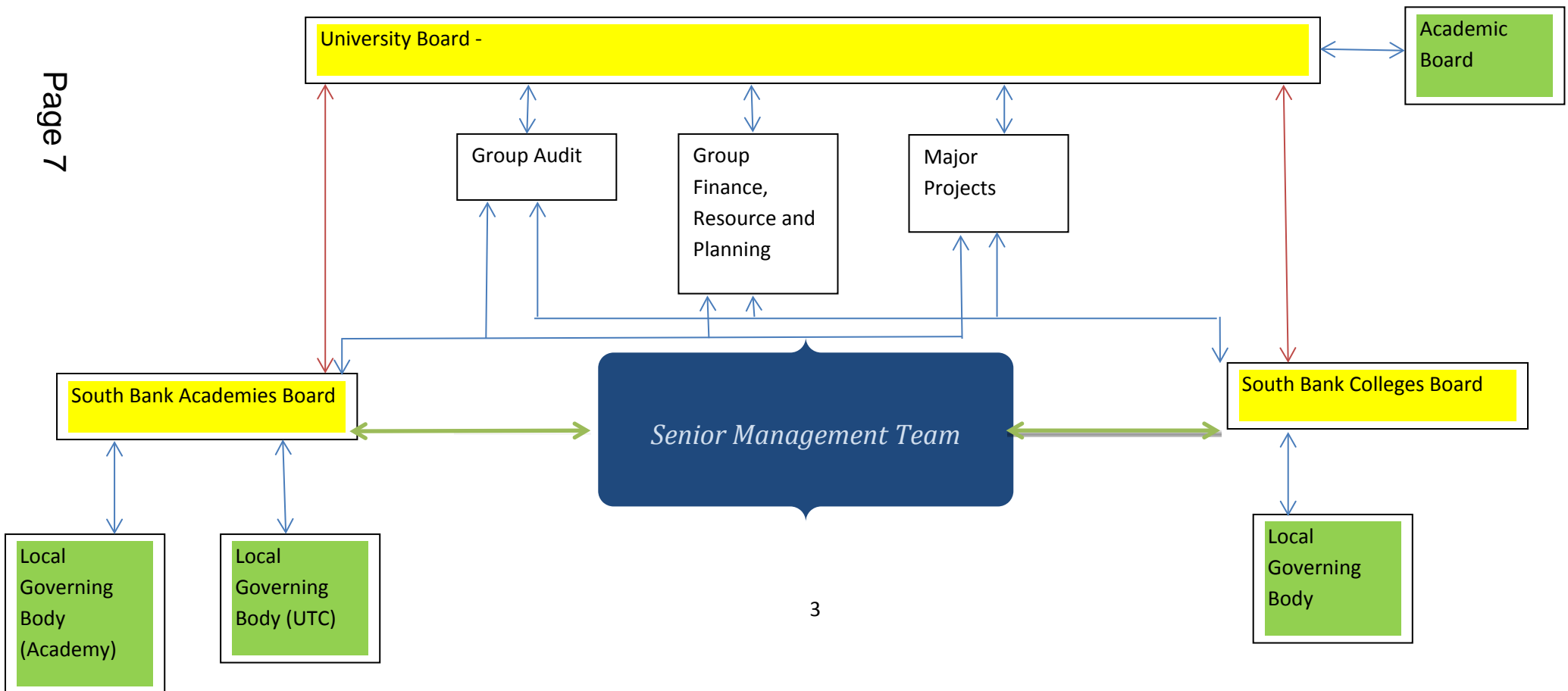
4.0 Values

The Group will have a common set of values that will apply across the Group. The values will be developed by use of local examples to ensure that they are credible and understood within each entity. The value set is defined as:

- 4.1 Excellence
- 4.2 Professionalism
- 4.3 Integrity
- 4.4 Inclusivity
- 4.5 Creativity

6.0 Governance

The legal structure is designed around a subsidiary arrangement with respect to LSBU. There would be three specialist educational bodies – one for HE one for FE and one for Secondary education. The three entities have their own Boards (yellow). South Bank Academies and South Bank Colleges are subsidiaries of the University with the University having membership rights (red arrow) and a member of the University Board sits on each subsidiary Board. Each school, college and the university has a local Board that oversees educational delivery in line with a scheme of delegation (ie academic environment, quality, student achievement) shown in green. These have staff and student members plus specialist external input. The subsidiaries have collaborative agreements with the university to enable integrated delivery of the back office activity (green arrow) with service delivery overseen by shared group subcommittees to ensure a joined up approach. Committees such as RemCom, NomCom are not shown for ease of presentation only.



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