

**Notes of the meeting of the Board strategy day
held at 2.00 pm on Thursday, 17 December 2020
attached**

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**LSBU Group strategy session
held at 2.00 pm on Thursday 17 December 2020
via MS Teams**

Present

- Board of Governors: Jerry Cope (Chair), Michael Cutbill (Vice-Chair), David Phoenix (Vice Chancellor & CEO), Duncan Brown, John Cole, Peter Fidler, Mark Lemmon, Nicki Martin, Hilary McCallion, Mee Ling Ng, Rob Orr, Rashda Rana, Tony Roberts, Deepa Shah, Maxwell Smith, and Hattie Tollerson
- SBC Board: Ruth Farwell (Chair), Steve Balmont, Sue Dare, Nigel Duckers, Jacqui Dyer, Andrew Owen and Theresa Quinton
- SBA Board: Hitesh Tailor (Chair), Tony Giddings and Lesley Morrison

In attendance

Sanchia Alasia, Pat Bailey, Sarah Cowley, Dan Cundy, Chloe De Boer, Richard Flatman, Paul Ivey, Deborah Johnston, Nicole Louis, Kerry Johnson, Marcelle Moncrieffe-Johnson, Fiona Morey, James Stevenson and Warren Turner

Welcome

The Chair welcomed governors to the meeting.

General update

The Vice Chancellor updated the governors and trustees on the current and planned changes within the HE and FE environment, including:

- Higher Technical Qualifications and T levels
- NSS review
- Consultation on quality measures
- Distribution of research funding
- Devolution of FE skills budget

The meeting noted that coordination of pathways across the Group, and technical and professional specialisms, would give LSBU a distinctive brand and positioning within the sector.

The Vice Chancellor presented the new LSBU brand values:

- Unbound by tradition;
- Career-focused pathways;
- Rooted in the real world;
- Committed to our communities;
- We work with government and grass-roots organisations.

There was a video presentation on the theme of “when knowledge works, people thrive”.

LSBU Group update

LSBU

The Provost presented an update on recent challenges and successes for the University. Recent successes included achieving TEF silver, the creation of the Croydon campus, close to the target of 2,000 apprenticeships, and improved league table rankings.

The Provost outlined some of the recent challenges faced by LSBU, including the coronavirus pandemic and the fall in NSS and Graduate Outcome scores.

The meeting noted the policies that had been put into place to support students through the pandemic. There had been increased student support packages, and the number of supported extenuating circumstances claims had risen from 2,063 in 2018/19 to 4,699 in 2019/20.

South Bank Academies

The Executive Principal of SBA presented an update on South Bank Academies.

The pandemic had presented challenges for the academies, as they ensured they met the fast-moving and complex guidance from the DfE. Due to the pandemic, work had been brought forward to provide innovative, blended teaching and learning.

School colleagues were pleased to be part of the Group staff awards.

The meeting noted the improved attainment, progression and destinations outcomes at both schools.

South Bank College

The Pro Vice Chancellor (Compulsory and Further Education) provided a summary of recent challenges and successes at Lambeth College, including:

- Improvement in student achievement, including disadvantaged and adult learners.
- Finances remained a challenge, but it was hoped that SBC would see an improvement alongside the opening of the Vauxhall campus.
- Coronavirus: SBC had worked in partnership with Lambeth Council, and would open a youth hub in South London in February 2021 to support 16-24 year olds suffering a loss of employment due to the pandemic.

The meeting noted new and upcoming developments from the College, including the focus on career pathways and progression. Work was underway on a 'gateway' level one offer at Lambeth, with plans for the college at Vauxhall to provide levels two-four, including the STEAM Centre and a health skills centre.

The meeting noted SBC's work on equality, diversity and inclusion. SBC was seeking 'Investors in Diversity' accreditation in autumn 2021.

In conclusion, the Chair welcomed progress in all areas of the Group, and thanked the leadership of each institution for significant strategic progress.

Update on the Institute of Health and Social Care

The PVC (Health and Social Care) provided a summary of the new Institute of Health and Social Care.

The PVC provided national and local context, including:

- The NHS employs more than 250k people in London, and is London's largest employer;
- Local needs and challenges: four of the boroughs in South East London rank in the 15% most deprived areas in the UK, with a high level of inequality.

The Institute would build on existing LSBU partnerships with over 60 NHS organisations, and a strong reputation for clinical education and innovation.

The meeting noted that the Institute would operate across the LSBU Group, covering all academic levels as a "one stop shop".

The meeting discussed:

- The new dental programmes that would be recruiting students from January 2021, including partnerships with Eastman Dental School.
- The three key themes for the Institute would be mental health, elder and primary care. Significant investment in mental health services across London was planned following the pandemic.
- The need to align provision with national government policy.

In conclusion, the establishment of the Institute was warmly welcomed by the meeting.

Equality, diversity and inclusion

The Chief Customer Officer, Chief People Officer and PVC Academic led a discussion on equality, diversity and inclusion in the LSBU Group.

Members of the LSBU, SBC and SBA boards had been asked to complete a 'Mentimeter' survey asking them to rate the scale of our EDI ambition and EDI priorities. The four priorities, which had all been rated as very important, were:

- Equality of student outcomes (awarding gap);
- Diversity of staff within academic environment (academic promotions);
- Diversity of staff within senior management and leaders' roles (leadership diversity); and
- Equality of pay – ethnicity and gender (pay gaps).

The meeting noted that work on the new Group EDI framework and inclusion strategy was underway. The planned outcomes and key indicators were noted, including the ambition to eliminate pay gaps by 2025.

The discussion covered the following key points:

- Differences in priorities and challenges across the Group;
- The importance of taking into account staff and students' lived experiences;
- The broad diversity covered by the term 'BAME' and the need to look at the detail of specific groups (e.g. black women);
- The awarding gap and pay gaps were seen as the two key challenges;
- The Executive is working with the student body to ensure they feel secure and able to complain when they're experiencing bias;
- The importance, for both students and staff, of visible diverse teaching and senior staff;
- Closing the awarding gap is about levelling the playing field by supporting students, not about lowering the quality of education offered.

The meeting agreed that all parts of the Group need to be held to account to move the EDI work forward. The Group inclusion strategy would come to the LSBU Board for further discussion in spring/summer 2021.

In closing the sessions, the Chair welcomed the progress made as a Group and looked forward to further developments in the New Year.

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