

## Meeting of the Board of Governors

10.30 am on Thursday, 11 June 2020  
via MS Teams

### Agenda

<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
1.	Programme	3 - 4	
	<b>Strategy 2025</b>		
2.	Overview of draft strategy	5 - 44	DP
3.	Strategy development		RD
4.	Breakout sessions		
5.	Feedback and discussion		RD
6.	Conclusions		JC

**Date of next meeting**  
**4.00 pm on Thursday, 16 July 2020**

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

**Apologies:** Richard Flatman

**In attendance:** Pat Bailey, Michael Broadway, Dan Cundy, Richard Duke, James Stevenson, Patrick Callaghan, Sarah Cowley, Paul Ivey, Deborah Johnston, Marcelle Moncrieffe-Johnson, Fiona Morey, Warren Turner and Nicole Louis

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**LSBU Group Strategy Workshop  
10.30 to 13.30 on Thursday 11 June 2020  
Via MS Teams**

**P R O G R A M M E**

<i>Time</i>	<i>Topic</i>	<i>Presenter/s</i>
10.30	<b>Welcome</b> – Introduction to the session	Jerry Cope / Richard Duke
10.35	<b>Overview of draft strategy</b>	David Phoenix
10.50	<b>Strategy development</b>	
	<ul style="list-style-type: none"> <li>• Introduction to the Strategy</li> <li>• Career Pathways</li> </ul>	Richard Duke Fiona Morey / Deborah Johnston
	<ul style="list-style-type: none"> <li>• Research and links between pedagogy and social disadvantage</li> </ul>	Dan Cundy / Patrick Callaghan
11.45	<b>Break</b>	
12.00	<b>Breakout rooms to discuss strategy</b>	
12.50	<b>Feedback session and discussion</b>	Richard Duke / Sarah Cowley
13.20	<b>Conclusions</b>	Jerry Cope
13.30	<b>Close</b>	

## **Attendance**

Board of Governors: Jerry Cope (Chair), Michael Cutbill (Vice-Chair), David Phoenix (Vice Chancellor & CEO), Duncan Brown, John Cole, Peter Fidler, Nelly Kibirige, Mark Lemmon, Hilary McCallion, Mee Ling Ng, Jeremy Parr, Rashda Rana, Tony Roberts, Deepa Shah, Nazene Smout and Vinay Tanna

Members of the Executive: Pat Bailey, Provost  
Richard Flatman, Group Chief Financial Officer  
Paul Ivey, Chief Business Officer  
Deborah Johnston, PVC (Education)  
Nicole Louis, Chief Customer Officer  
Marcelle Moncrieffe-Johnson, Chief People Officer  
Fiona Morey, Executive Principal of Lambeth College & PVC (Compulsory & FE)  
James Stevenson, Group Secretary & Clerk to the Board of Governors  
Warren Turner, PVC Health and Social Care

With: Michael Broadway, Deputy University Secretary  
Patrick Callaghan, Dean, School of Applied Sciences  
Sarah Cowley, Interim Director of OD  
Dan Cundy, Executive Principal, SBA  
Richard Duke, Director of Strategy and Planning

# 2025 Strategy

Engagement Deck

LSBU | GROUP



# The Strategic Pillars

Transforming lives, communities, businesses and society through applied education and insight

## Access to Opportunity

Through local and global partnerships we will create opportunities for individuals, business and society and seek to remove barriers to success.

### 2025 Goals

- Progress Against UN SDGs
- Positively Impact 1 Million Lives

## Student Success

Recognised as a leading organisation for outstanding practice-led learning, fostering the development of able graduates ready to address business and societal challenges.

### 2025 Goals

- Increase Social Mobility
- Increase in Students' Social Capital

## Real World Impact

Research and Innovation that enhances teaching and tackles global and civic challenges, generates critical insights, and sustainable solutions to transform the lives of individuals, communities, businesses and society.

### 2025 Goals

- £5Bn of Economic Impact
- Impactful and High Quality Research

## Fit for the Future

### Technology and Estates

To create a flexible physical and digital environment, allowing opportunities for personalisation, that is mobile friendly, fit for the future and embraces innovation and sustainability.

### 2025 Goals

- Technology and Industry Standard Facilities embedded in high quality teaching
- Environmental sustainability

### People, Culture and Inclusion

Create a transformational and inclusive culture that is people centric, values led and ambitious; enabling LSBU Group to empower staff and to attract and retain a diverse range of skilled individuals.

### 2025 Goals

- A highly engaged workforce
- Closing of the Gender and Ethnicity Pay Gap

### Resources, Market and Shape

Alignment of core activity with business and society's current and future requirements in terms of skills, knowledge and innovation and insight.

### 2025 Goals

- Delivering financial sustainability
- Highly effective internal services

# Distinctiveness

Group approach in all we do. Re-draw technical and professional education, breaking down barriers between types and levels of education. Step on, step off career pathway qualifications through the Group

## Mission

1. **Social mobility** – known for delivering outstanding outcomes for all students
2. **Student experience** – An experience designed around students
3. **Professional and technical workplace** focused education across all levels of study
4. **Impact through Insight** – Research and enterprise activity has a meaningful impact globally and locally
5. **Engagement with place** – Our work is embedded in the local community, delivering impact for our local and global partners



# Group Benefits

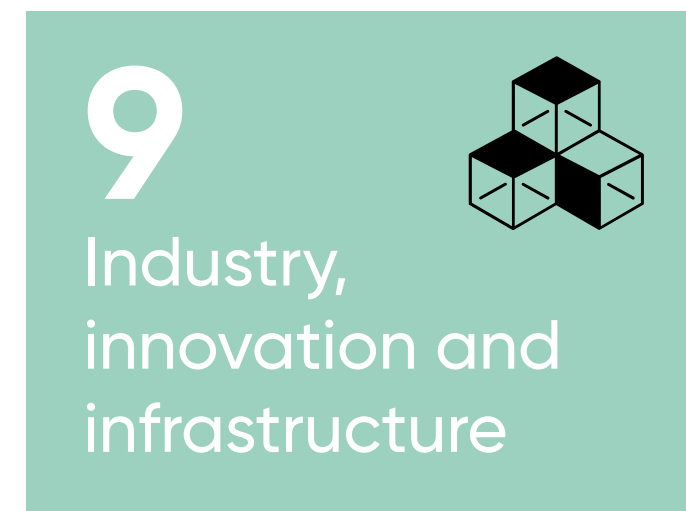
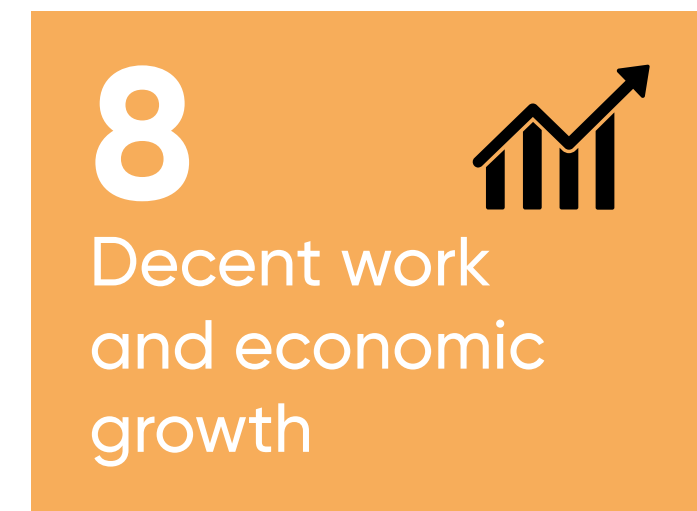
- **Career Pathways through the group**, providing access to education for all, regardless of educational background
- **Pedagogy and andragogy research that allows us to understand the educational barriers to success and overcome them** and therefore using education to tackle social disadvantage across south London
- **Learning culture** – Staff and students from across the group learning from each other in terms of education and working practices
- **Access to industry standard facilities** across the Group for all students





# United Nations Sustainable Development Goals (UN SDGs)

Of the seventeen UN SDGs, these are the nine that will be prioritised in the strategy, and underpin the Group approach.



The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries – developed and developing – in a global partnership.

They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.

<https://sustainabledevelopment.un.org/sdgs>

# Key Themes - Outcomes we will deliver

Increased social mobility, through equal educational outcomes across protected characteristics and socio-economic background and the development of skills in the local community

An applied learning experience for our students with a focus on enterprise, digital technology as a learning medium, technical facilities and work based application

Global and local impact, through education, research, enterprise and skills development



An increase in our students' social capital, confidence and resilience



An organisation that supports its staff through training and development, and effective processes and infrastructure

Shaping and supporting local communities through volunteering and citizen science

# Key Themes - What will we do

Engage with industry and employers to embed enterprise, professionalism and skills in our taught programmes while aligning our research and enterprise to societal challenges

Design a curriculum that spans the Group linked to career pathways that allows for a step on step off learning journey irrespective of educational background

An educational group designed around our students' lives and needs with excellent academic and wellbeing support mechanisms in place

Invest in our technical facilities to support research and enterprise activity and teaching

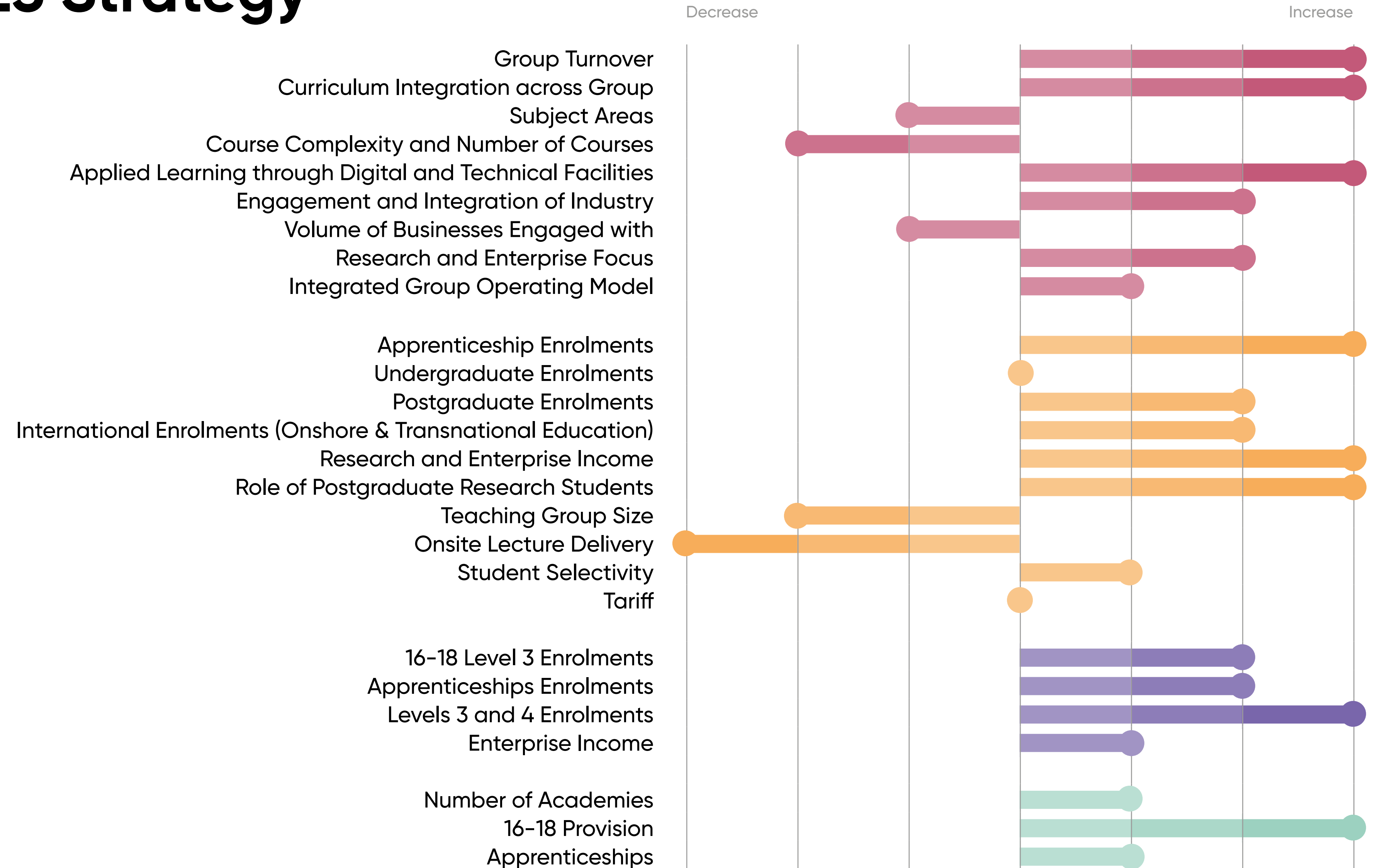
Increase in volume of impactful research and enterprise



Increased focus on digital technology as a means of learning and promotion of digital skills

Commitment to local and global good, driving an internationalisation culture, partnerships, equality and environmental sustainability

# Impact of 2025 Strategy



- Group
- LSBU
- South Bank Colleges
- South Bank Academies

# Covid-19

**This strategy has been in development for over 12 months, engaging with stakeholders from across the Group and therefore before the impact of Covid-19**

However, the themes within the strategy are now more important than ever for a world post Covid-19, in terms of:

- The need for education to be delivered flexibly, with increased use of technology in line with students' lives and needs;
- The imperative to increase social mobility and to breakdown some of the underlying causes of inequality;
- The need to work with industry to enable our students and the local community to graduate with the key skills that will allow individuals and the economy to thrive;
- To develop an operating model that allows for more flexible working, whilst maintaining staff and student engagement.



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## **2025 Corporate Strategy**

### **Document Principles**

- Minimum 11 font
- A4 in size (had been a preference for smaller, but content dictated otherwise)
- All images from approved bank for use
- Will be proof read

Ignore fonts and general formatting, all sections are being professionally designed.

Pages incorporate the principle that we will have an online and printed version.

Pages of content divisible by four, as this is required for printed documents. Each pillar will be presented as double page spreads

**Cover Page – Currently being designed**





## **Introducing the LSBU Educational Group**

### **Structure Diagram**

LSBU Group 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

- SOUTH BANK ACADEMIES - South Bank Academies includes University Academy of Engineering, South Bank (12-18 years olds) which we launched in 2014 and achieved an Ofsted rating of Good in 2017. South Bank Engineering UTC (14-18 year olds) has a diverse student entry and has achieved above the national average for its GCSE results and a 100% success rate in its
- SOUTH BANK COLLEGES - Lambeth College is a general further education college serving over 9,000 learners over three sites. In Brixton offering high quality teaching in English for Speakers of Other Languages (ESOL); in Clapham, offering mainly entry level programmes; and at Vauxhall, we are creating a new college to provide advanced technical programmes aligned to uniquely mapped career pathways.
- SOUTH BANK UNIVERSITY - London South Bank University has been transforming lives, communities and businesses for over 125 years. Delivering provision from level 4 to level 8, through apprenticeship programmes in addition to undergraduate and postgraduate provision. The University also includes LSBU Global which includes partnerships in Cairo and Bahrain.
- SOUTH BANK ENTERPRISES - Alongside, South Bank Enterprises has been established to run commercially led activity such as our new employment agency and a range of CPD programmes to ensure local employers have access to the skills they need at all levels.

### **EDUCATIONAL PATHWAYS IMAGE**

## **VC Foreword**

**Mission: Transforming lives, communities, businesses and society through applied education and insight.**

During the period of our 2015-2020 strategy, we delivered and even surpassed almost all of what we set out to achieve. We are now a leading university for graduate employment. We have one of the largest numbers of sponsored students of any UK university. We are recognised as a leader in higher and degree apprenticeships; and the opening of the Passmore Centre, with investment from Southwark Council, raised our profile amongst local employers and residents. Our research income doubled and we are the leading provider in London of business support for Small and Medium-sized Employers (SMEs), funded by European Union structural funds. We are second only to UCL in London for Knowledge Transfer Partnerships, and our business incubation programme has been recognised as second amongst all UK universities. We have been named Entrepreneurial University of the Year and University of the Year for Graduate Employment, twice. Our global reach increased with inclusion in both major international university rankings and our transnational student numbers grew from around 100 to over 5000.

At the same time, we established a unique educational family, LSBU Group, born out of a recommitment to our original civic mission. London South Bank University was established as the Borough Polytechnic Institute in 1892. Its mission was to serve the local community and its employers by providing high quality professional and technical education and insight. Today, that mission remains the same and we have created LSBU Group with the purpose of continuing to deliver it as effectively and ambitiously as possible.

The institutions within the group work to a shared mission and values and use a shared educational framework to achieve shared outcomes. Our aim is to create educational strategies and pathways by which people of all characteristics and talents can be supported to achieve their full potential, and so contribute their skills, energies and commitment to wider society throughout their lives.

As LSBU's current 5-year strategy comes to an end, we have prepared a new strategy for 2020-2025. This builds on the strong foundations of the previous strategy, whilst evolving to make the most of the opportunities our new group offers to set even more ambitious objectives and create even greater benefits for all our stakeholders.

This strategy comprises the same three shared educational pillars as our 2015-2020 strategy: Access to Opportunity, Student Success, and Real World Impact. These are supported by a new pillar, Fit for the Future, which highlights the need for us to adapt further to the digital world, our new organisational structure and changing stakeholder expectations.

This document lays out the overarching mission for our Family and a high level group strategy aimed at achieving our shared objectives. It provides a framework within which each institution can determine how best to deliver excellence in its own area of activity, each taking account of its distinct accountabilities.

Over the 5 years of our last corporate strategy, the educational and political environment changed significantly. As we embark on our new strategy, these changes are potentially dwarfed by the impact of Brexit and the COVID-19 pandemic. These and their economic, social and political ramifications are likely to destabilise the higher education sector very significantly. At this time however, there is also greater recognition of the value and vulnerabilities of those sectors of society and employment to which LSBU Group contributes very substantially, particularly around health and social care. There has also been a growing acknowledgment of the importance of professional and technical education, as evidenced by developments such as the Apprenticeship Levy, T-Levels, the review of Levels 4 and 5 education and recognition of the need to invest in further education. This provides a great opportunity to promote our work and our strengths, which are increasingly recognised.

Through this next period of change, there will be many challenges; but there will doubtless also be opportunities. We will need to evolve to ensure that what we do is aligned with the rapidly changing environment, whilst continuing to differentiate ourselves through providing a high quality and truly applied academic environment linked to employers. We will continue to strive to be globally recognised whilst continuing to be locally embedded – to be and to be seen to be an enterprising civic university that addresses real world challenges – a university that truly transforms lives, communities and business.

**IMAGE**

## OUR STRATEGY & GOALS

### The Strategic Pillars

Transforming lives, communities, businesses and society through applied learning and insight

Access to Opportunity	Student Success	Real World Impact	Fit for the Future		
			Technology & Estates	People, Culture & Inclusion	Resources, Market & Shape
Progress Against Core UN SDGs	Increase Social Mobility	£5Bn of Economic Impact	Use of technology and industry standard facilities embedded in teaching	A highly engaged workforce	Delivering financial sustainability
Positively Impact 1 Million Lives	Increase in Students' Social Capital	Impactful and High Quality Research	Environmental sustainability	Closing of the Gender and Ethnicity Pay Gap	Highly effective internal services

IMAGE

## THE OUTCOMES WE WILL ACHIEVE

### Access to Opportunity

- Employer relationships will be embedded in supporting student outcomes
- We will have an excellent reputation amongst employers
- Enterprise will be embedded in the curriculum
- We will deliver a significant impact on improving local growth through insight and education
- Internationalisation will be embraced across the Group
- Increase in progression pathways

### Real World Impact

- There will be a significant increase in research and enterprise activity across the Group and £50m of research and enterprise income
- The curriculum will be informed by research and enterprise activity
- We will be externally recognised for the quality and impact of research and enterprise activity
- We will deliver impactful knowledge exchange activity
- We will deliver high quality research outputs
- We will maintain an effective research pipeline

### People, Culture & Inclusion

- Our workforce will be of high quality and we will be an employer of choice
- Our leadership will be effective in inspiring and leading our staff
- We will be effective in managing change
- Our workforce will be inclusive and represent the communities and student body we serve
- Our employees will enjoy a first class employee experience

### Student Success

- Our students progress to employment or further study
- We deliver an excellent learning experience
- Our students achieve excellent educational outcomes
- Gaps in educational achievement will be closed
- Our students will develop key skills as part of their educational journey
- We will deliver excellent services to our students

### Technology & Estate

- We will use our estate effectively and efficiently
- Our estate will be fit for purpose and support academic outcomes
- We will maintain high student satisfaction with our infrastructure
- Our IT services will effectively support our staff
- Employers will regard our facilities as of industry standard and support academic outcomes
- We will reduce our carbon footprint, with the goal of achieving zero carbon emissions by 2050

### Resources, Market & Shape

- We will achieve overall Group income of £250m by 2025
- We will generate 5% surplus on income
- Our brand and reputation will be externally recognised by achieving being in the top 50% of each domestic rankings' table across the Group
- We will embed philanthropic and alumni activity to reduce the impact of social disadvantage on educational outcomes
- Governance processes and information provision will support effective and impactful decision making

## The Benefits of the Group

Through our new group structure, we can achieve more than the sum of our parts. We can:

- Educational pathways - provide an all through offer of education and skills pathways and strategies which support people of all characteristics, talents and levels to achieve their potential
- Research – Unique position of the Educational Group supports the research of links between social disadvantage and educational outcomes, and the application of its findings to deliver improved outcomes for all
- Access to talent - provide employers with access to talent at all educational levels, especially in professional and technical education
- Employer sponsored education - serve the education and skills needs of employers by providing one-stop access to a comprehensive range of employer sponsored education
- Outreach - align our combined outreach activities with the needs of local stakeholders and partners, including leveraging our employer relationships to provide work experience and other employer engagement in local schools, ensuring that everyone understands and has access to the breadth of education, skills and career opportunities available
- Enterprise – provide coordinated support to local enterprise at all levels whether the need is facilities, technical support or high quality insight
- Professional and Technical Education - re-draw technical and professional education, breaking down barriers between types and levels of education
- Build community - inspire and enable our students, alumni and staff to engage together and with the local and wider community
- Representation - establish LSBU Group a voice and resource for the community
- Educational enhancement – create interaction amongst the Group which provides learners with reciprocal benefits such as access to technical facilities and volunteering opportunities
- Convening - work across the Group to strengthen partnerships with local councils and other key local organisations to contribute substantively to shared objectives, aligning our civic engagement activities to the expressed aims of our key local stakeholders
- A whole picture - take a holistic view of our local impact including around sustainability, procurement, the living wage, well-being, our estates, and access to support such as legal and business advice.
- Utilisation group knowledge around research and insight to facilitate group wide research activity and research culture

**IMAGES**



**IMAGES**

## **Distinctiveness**

### **Mission**

1. Social mobility (being known for delivering outstanding outcomes for all students)
2. Student experience (an experience designed around students)
3. Technical and professional /workplace focused education across all levels of education
4. Insight (research and enterprise)
5. Engagement with place

### **What does this mean?**

1. LSBU Group learner, drop on and drop off based upon career pathways across the Group. Promotes social mobility by delivering great outcomes, regardless of socio-economic background. Selective application process for HE, but not based upon tariff, but motivation and goals. Internationalisation embedded as medium to develop social capital and become global citizens;
2. Teaching delivered using evidence informed pedagogy, through increased blended learning, peer to peer support, access to industry standard facilities with the overall experience built around our students' time poor lives. Students to be equipped with the capability and self-learning to make positive choices through their learning journey and future, with extra-curricular activity embedded, thus developing social capital. Global student experience to students in the UK and through international partnerships;
3. Industry engagement at all levels of learning, through curriculum design and integrated work experience. Use of current industry equipment. Significant increase in apprenticeships across the group. Exploration of LSBU delivering business startups, with student voice and student involvement embedded;
4. Academic leaders in our fields, to deliver impact on a global and local level. Significant proportion of Group income derived from R&E, with an improvement in research quality. Teaching informed by R&E activity. PGR students integrated in teaching and learning. There will be opportunities for research at all levels of the group, particularly in the field of pedagogy and how best to support students from all backgrounds.
5. Local and global. Enterprise, knowledge exchange and skills development projects supporting local and global partners and organisations. Through access to our facilities, insight and our own employer networks we will support local skill development. The delivering of impact, with an emphasis on the building of social capital, underpinned by the UN SDG framework.

## United Nations Sustainable Development Goals (UN SDGs) and the LSBU Group

The LSBU Group is committed to the UN SDGs, and is a member of the Higher Education UN SDG Accord.



UN SDGs	Case Studies in Support of what has been achieved to date.	How we will support the UN SDG Goals in 2025
4. Quality Education	IN DEVELOPMENT	<p>We will have increased students' social capital and continue to support social mobility through supporting those from disadvantaged backgrounds through education from entry level to research degrees.</p> <p>We will also develop a research centre that seeks insight into the best pedagogic and andragogic practices to support those from disadvantaged backgrounds</p>
3. Good Health & Wellbeing	IN DEVELOPMENT	<p>Through our Institute for Health &amp; Social Care and School of Applied Sciences, we are committed to the teaching and research relating to health and wellbeing, from nursing to psychology and social Care to nutrition</p> <p>We also have a commitment to supporting the wellbeing of our students, through raising the awareness of mental health and having support mechanisms in place where required.</p>

5. Gender Equality & Reduced Inequalities	IN DEVELOPMENT	<p>Our goal of increasing social mobility is at our heart, and to do this we are committed to reducing differential outcomes of our students, including the closing all awarding gaps.</p> <p>Through the commitment to closing the gender and ethnicity pay gap and increasing the proportion of minority staff in senior positions, we are showing our commitment to reducing inequalities across the Group.</p>
8. Decent Work and Economic Growth & 9. Industry Innovation and Infrastructure	IN DEVELOPMENT	<p>We will deliver £5Bn of Economic Impact over the course of the 2020-25 strategy. Working with communities and industry, we will deliver research and enterprise through knowledge exchange, as well as developing the skills required for the future economy through a professional and technical education.</p>
12. Responsible Consumption and Production & 13. Climate Action	IN DEVELOPMENT	<p>We are committed that we will significantly reduce our landfill and use of carbon, with a roadmap to achieving zero carbon emissions by 2050.</p> <p>We will also continue our research, relating to the environmental sustainability agenda, so we can have a local and global impact on the environment we live.</p>
17. Partnership for Goals	IN DEVELOPMENT	<p>We will continue to develop local and global partnerships, that support our strategic aims of increasing the LSBU Group's educational and economic impact in positively impacting one million lives, £5Bn of economic impact</p>

## Access to Opportunity

Through strategic local and global partnerships we will create opportunities for individuals, employers and communities and seek to remove barriers to success, impacting positively upon 1 million lives

### What we have achieved:

- Top London Modern for adding value (Economist Aug 2017)
- Formation of an educational group with career pathways from age 11 through to further education, first degrees and research degrees
- Top 200 in the World for Impact (THE Impact Ranking 2020)

### What we will achieve:

- Employer relationships will be embedded in supporting student outcomes
- We will have an excellent reputation amongst employers
- Enterprise will be embedded in the curriculum
- We will deliver a significant impact on improving local growth through insight and education
- Internationalisation will be embraced across the Group
- Increase in progression pathways

### We will:

- **Employer Relationships** - Establish a strategic network of employer relationships which underpin teaching, research and enterprise across the LSBU Group
- **Global & Entrepreneurial** - Embed a global and enterprise perspective across the Group's work, creating new opportunities for students and employees to be global citizens
- **Career Pathways** - Develop a portfolio that is available to all regardless of educational background that provides a step on step off educational journey aligned to career pathways, including the provision of core skill development via short courses
- **Local Partnerships** - Build Group wide partnerships across South London, aligning our civic engagement activities contributing direct economic benefits and socioeconomic impact through our students, staff and alumni
- **Public Engagement** - Provide public engagement which informs, inspires and involves communities, local and national stakeholders and creates opportunities for students, alumni and employees to enhance their development

### **Access to Opportunity and London South Bank University**

Social mobility always has been, and will continue to drive the University's mission. LSBU will move towards increased selectivity, based upon commitment and desire for personal development, rather than solely on prior educational achievement.

The importance of Group pathways, both domestic and international will grow. These pathways will exist to promote societal and personal impact through education, skills development, research, enterprise and industry links.

LSBU Global established as a vehicle for delivering 'Multi-touch point' partnerships, replicating our UK offer, including research, enterprise and teaching, and creating an important local contribution

### **Access to Opportunity and South Bank Colleges**

Specialist and innovative bespoke provision developed with local partners for those most at risk of being excluded from realizing the benefits of education.

Establish Gateway Centre supporting access to language, literacy, numeracy and digital skills and entry to employment and further education and training. Centre of Excellence for ESOL

Establish new vocational college and centres of excellence providing increased access and participation in technical education for young people and adults from level 2 through to levels 4&5.

### **Access to Opportunity and South Bank Academies**

Employer and sponsor partners will enrich and extend the curriculum to enhance students' technical and professional capabilities, supporting employability and pathways, resulting in very high strong and positive destinations data. Collaborations and partnerships at a range of scales will enhance the quality of provision and SBA's reputation, creating opportunities for staff, students and wider stakeholders. The curriculum will align well with local labour market demands, supporting students into their careers. Links with the wider group will support strong progression and support enrolment numbers as SBA institutions become providers of choice.

## Student Success

**To be London's leading transformational educational group, with each institution contributing to the achievement of social and economic impact in our community by providing an accessible, innovative and applied professional and technical education.**

### What we have achieved:

- TEF silver award (2017)
- Employability University of the Year in 2018 and 2019 (Times & Sunday Times)

### What we will achieve:

- Our students progress to employment or further study
- We deliver an excellent learning experience
- Our students achieve excellent educational outcomes
- Gaps in educational achievement will be closed
- Our students will develop key skills as part of their educational journey
- We will deliver excellent services to our students

### We will:

- **Professional & Technical Curriculum** - An inclusive curriculum designed that complements the careers pathways and skills approach that delivers core attributes reflective of a professional and technical education. Working with students as partners, with students supporting the learning experience. Social capital, through volunteering, international exchanges and work based learning. The development of soft skills integral to the curriculum design. Breadth modules or elements of study in support of UN SDG and social good also embedded through the curriculum
- **Technology Enabled Teaching** - Course delivery to be technology enabled and matched to student need, teaching methods informed by evidence based research as well as industry informed with access to industry standard facilities and work based learning
- **Industry Links Embedded in Education** - Business links embed in educational journey. Industry supporting course design and provision of workplace experience integrated in learning as standard across all courses
- **Academic Development** - Academic development programme to support the skills needed to deliver excellent academic outcomes, particularly in relation to curriculum design and embedding digital in teaching. Develop in-house specialist skills to support flexible delivery.
- **Student Support & Customer Service** - Student and academic support that complements the educational journey and progression to further study/employment and delivers excellent customer service. Services underpinned by excellent access to information and designed with LSBU Group student needs identified and supported to deliver a personalised student experience. Extra curricular activity embedded which complements the learning journey and increases social capital and skills development
- **Wellbeing** - A whole-Group approach to good mental health that safely supports individuals and addresses all aspects of student and academic life: an environment and culture which supports and promotes positive mental health and wellbeing for students who thrive, succeed, and reach their potential.

### **Student Success and London South Bank University**

Complemented by student support services and a student journey designed around LSBU's students' needs, students will receive an educational experience that will prepare them for the next step in their education or career. A personalised and flexible student journey, which allows for blended and applied learning in small sized teaching groups. The assessment of students will increasingly move to competency-based assessment methods.

The University will review the most suitable configuration of the learning experience, informed by pedagogic research, which will explore the potential benefits of block teaching on outcomes for students.

### **Student Success and South Bank Colleges**

Development of students' English and maths skills integral across all provision. Increase proportion of L2&3 students graduating with L2+ qualifications in English and maths. Enhance organisational expertise around student mental health and socio and economic well-being needs (including SYV) and shape delivery and support services to meet student needs inside and outside the classroom. Fully exploit the benefits and opportunities of digital technologies in enhancing the learning experience of all students.

### **Student Success and South Bank Academies**

Innovation in pedagogy, use of resources and the creation and application of insight and research will support all learners to secure strong outcomes both in terms of attainment and progress. Personalised guidance and support, with targeted strategies for groups including SEN and disadvantaged will close attainment and progress gaps. Sector-leading personalised, expert advice and guidance will support students through and beyond the group into successful pathways and high-value careers. A high quality curriculum in its widest sense supports student development, wellbeing and employability, with excellent feedback from students and parents.



## Real World Impact

To be recognised globally and locally for our insight activities that address societal challenges, impacting positively on individuals, communities, businesses and society, and, enhances teaching.

### What we have achieved:

- QS 4 Stars
- 73% of LSBU research is rated 3\* and 4\* for Impact
- 8<sup>th</sup> largest provider of nursing students to the NHS in the UK and largest in London (HESA 2018/19)
- Establishment of a trans-national partnership with British University Egypt (BUE) with over 4,500 students in 2019/20

### What we will achieve:

- There will be a significant increase in research and enterprise activity across the Group and £50m of research and enterprise income
- The curriculum will be informed by research and enterprise activity
- We will be externally recognised for the quality and impact of research and enterprise activity
- We will deliver impactful knowledge exchange activity
- We will deliver high quality research outputs
- We will maintain an effective research pipeline

### We will:

- **Research Centres** - Develop interdisciplinary Research Centres that align with areas of professional excellence and can support research informed teaching with a culture of Interdisciplinarity embedded and strategic approach to publication
- **Industry Partnerships** - Partner with employers through knowledge exchange activities, providing expertise and support to grow their businesses
- **Research Informed Teaching** - Outcomes of insight activities embedded across teaching, giving currency to teaching & enhancing the student experience as well place based innovation being co-created with citizens and communities
- **Research Infrastructure** - The development of a research infrastructure to fully support research staff in applications and monitoring.
- **Enterprise Subsidiaries** - Piloting of the creation of LSBU Group subsidiary companies, with our shared vision and values, creating employment opportunities and student involvement
- **Centre for Pedagogic & Andragogic Research** - Development of a Group research centre for pedagogy and andragogy, to improve educational outcomes through the understanding of the link between disadvantage and educational experience, through the Group's unique educational offer

### **Real World Impact and London South Bank University**

The University will significantly increase the impact of its research and enterprise activity, through both increased volume and quality and effective knowledge exchange, through industry and community links. As part of this approach, the role and recruitment of PhD students as part of a research pipeline will increase, whilst allowing for greater opportunities for research activity to inform teaching.

### **Real World Impact and South Bank Colleges**

Centre for Professional and Technical Education established.

Established as an anchor organisation in South London that is recognised for our positive impact on economic and social inclusion.

Working directly with employers, the GLA and local authorities to ensure strong alignment between skills needs and education and training offer in South London.

Group and industry local skills centres in Health, Construction and H&C established

### **Real World Impact and South Bank Academies**

A learning and research culture is embedded across SBA, with all staff participating in research and development activity. Research and insight is published and shared, enabling collaborations and learning to improve pedagogy and outcomes. These collaborations will range in scale from local to international and will enhance SBA's reputation as contributing to thought leadership. Curriculum leadership in the technical and professional realm is sector-leading in the area, enriching the local offer. As a consequence, SBA is able to recruit, develop and retain staff of a very high calibre, further enhancing provision and strategic development.

## Fit for the Future – Technology & Estates

To provide all students, staff and researchers in the LSBU Group with a flexible physical and digital environment, through the use of professional standard facilities, allowing opportunities for personalisation, that is mobile friendly, fit for the future and embraces access and innovation. This will be achieved alongside the furthering of an environmental sustainability agenda.

### What we have achieved:

- 54% reduction in Carbon Usage between 2009/10 and 2018/19

### What we will achieve:

- We will use our estate effectively and efficiently
- Our estate will be fit for purpose and support academic outcomes
- We will maintain high student satisfaction with our infrastructure
- Our IT services will effectively support our staff
- Employers will regard our facilities as of industry standard in the support of academic outcomes
- We will reduce our carbon footprint, with the goal of achieving zero carbon emissions by 2050

### We will:

- **Environmental Sustainability** - Embedding environmental sustainability and literacy, through the reduction of carbon emissions and landfill use
- **Technology Enabled Flexibility** - A flexible approach to work and study through the development of a single group network, providing a common user experience and where possible IT equipment, including user devices and classroom technology, will be portable rather than fixed.
- **Cloud Focused** - IT Infrastructure will operate in a hybrid cloud environment, exploiting the benefits of public and private cloud.
- **Software as a Service** - Software applications will be transitioned to SaaS to support flexible work/study. Group solutions will be preferred and the software suite rationalized.
- **Industry Standard Facilities** - Development of industry standard facilities to support research and teaching and cross group skills centres to be used by staff, students and the local community
- **High Quality Estate** - Delivery of a high quality estate, with a view to increasing satisfaction and reducing maintenance costs



## People, Culture & Inclusion

To attract, enable and retain a diverse group of high performing people that deliver a first-class employee and student experience across the LSBU Group. Embedding a transformational and inclusive culture that is people centric, values led and ambitious.

### What we have achieved:

- Athena Swan Bronze Award

### What we will achieve:

#### People, Culture & Inclusion

- Our workforce will be of high quality and we will be an employer of choice
- Our leadership will be effective in inspiring and leading our staff
- We will be effective in managing change
- Our workforce will be Inclusive and represent the communities and student body we serve
- Our employees will enjoy a first class employee experience

### We will:

- **People** - Effectively manage and support talent throughout the employee experience. Recognise and reward behaviours that contribute to strategy delivery including closing the attainment gap. Clearly define objectives that deliver our strategic aims through the appraisal process.
- **Leadership** - Develop and deliver a robust Leadership and management programme, which will support the LSBU Groups ambitions. Role model inclusive behaviour.
- **Organisational Shape** - Review and design size and shape of organisation through a new Target Operating Model. Create capacity capability and prioritisation of resources through planned workforce transformation.
- **Dynamic Culture** - A dynamic culture that is underpinned by our EPIIC Values with the agility to change and develop, reinforced culture through behavioural framework. We will have a culture of learning across the Group
- **Inclusivity** - Create a values-based culture with inclusivity and wellbeing at the heart, with employee voice as a key influencer in decision-making. Ensure diverse recruitment and promotion panels. Implement EDI framework.

**IMAGE and EPIIC VALUES Diagram**

## Resources, Market & Shape

**The LSBU Group will develop its reputation and brand, to be a market leader in professional and technical education, underpinned by good governance and financial sustainability**

### What we have achieved:

- An operating surplus in each of year of the 2015-20 Strategy

### What we will achieve:

- We will achieve overall Group income of £250m by 2025
- We will generate 5% surplus on income
- Our brand and reputation will be externally recognised by achieving being in the top 50% of each domestic rankings' table across the Group
- We will embed philanthropic and alumni activity to reduce the impact of social disadvantage on educational outcomes
- Governance processes and information provision will support effective and impactful decision making

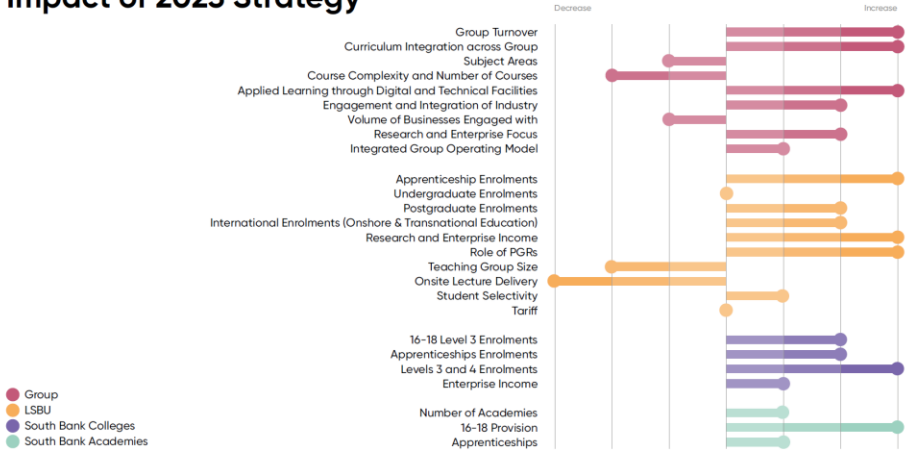
### We will:

- **Brand & Reputation** - A compelling brand proposition that delivers instantly recognisable brand themes that demonstrate our real-world impact and builds increased awareness and understanding of institution brands across target stakeholders
- **Student Recruitment** - We will continue to outperform the sector in new student recruitment whilst maintaining our widening access agenda (including outreach activities) for those that have the potential to succeed. An increase in the volume and diversity of students, particularly in relation to apprenticeships and international students.
- **Fundraising & Philanthropy** - Engagement with alumni and industry to develop fundraising to provide funds for supporting our students. A vibrant bursaries scheme which supports student retention through its ability to provide access to opportunity and its alignment with brand values
- **Planning & Budgeting** - Joined up planning & budgeting – Information and insight driven decision making that delivers value for money for our students and delivers significant positive impact for the communities we work with
- **Capital Investment Plan** - An effective approach to deliver against capital plans. Consider alternative funding options including joint ventures to fund capital investment requirements.
- **Group Operating Model** - An operating model that supports the Group to achieve its strategic objectives with clear accountability structures

**IMAGES**



# Impact of 2025 Strategy



**IMAGES**

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