Meeting of the South Bank Academies Board

12.00 pm on Tuesday, 12 May 2020
in Avonmouth House

Agenda

No.	Item	Pages	Presenter
4.	Strategy development to date	3 - 18	RD

- Presentation
- Discussion

Date of next meeting
4.00 pm on Tuesday, 23 June 2020

Members: Hitesh Tailor (Chair), Richard Flatman (Vice-Chair), Nicole Louis, Hilary McCallion, Chris Mallaband, Fiona Morey, Lesley Morrison and David Phoenix

Apologies: Tony Giddings

In attendance: Michael Broadway, Dan Cundy and Richard Duke

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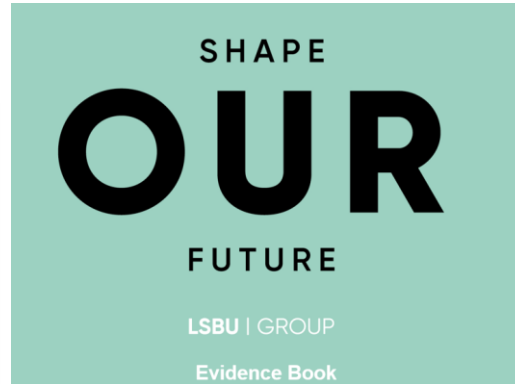# SBA Strategy Session – 12th May 2020

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The Journey so Far

KPI Working Group

SHAPE

OUR

FUTURE

LSBU | GROUP

Evidence Book

SUSTAINABLE DEVELOPMENT G⬤ALS

Group Strategy Document – March 2019
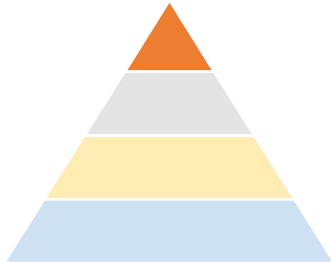
Strategy Development: February 2019 – May 2020

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Key Strategy Items - KPIs

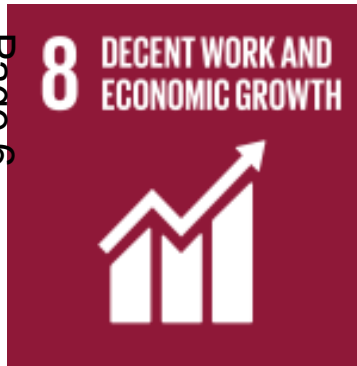| Transforming lives, communities, businesses and society through applied education and insight.					

Pillars	Access to Opportunity	Student Success	Real World Impact	Fit for the Future		
				Technology & Estates	People, Culture & Inclusion	Resources, Market & Shape
2025 Goals	Progress Against Core UN SDGs	Social Mobility Index	£5Bn of Economic Impact	Use of Digital in Learning	Staff Engagement	Adjusted Surplus (EBITDA)
	Positively Impact 1 Million Lives	Proportion of Students Participating in Social Capital Framework	Research Quality	Environmental sustainability measure	Equality measure	Service Effectiveness

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UN SDGs

3 GOOD HEALTH AND WELL-BEING

5 GENDER EQUALITY

4 QUALITY EDUCATION

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

10 REDUCED INEQUALITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

17 PARTNERSHIPS FOR THE GOALS

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

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2025 Group Distinctiveness

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

Social Mobility
Focus on delivering social mobility. Development of social capital through volunteering, workplace learning and an internationalisation agenda

Professional & Technical
Industry engagement at all levels of education and use of industry standard facilities. Enterprise embedded across curricula

Engagement with Place
Local and Global view. Positive impact on local stakeholders, through access to facilities and expertise. Enterprise, knowledge exchange and skills development projects supporting local and global partners and organisations.

Insight
Focus on impact, with a significant increase in R & E drawing upon principles of interdisciplinarity. Using UN SDGs as a framework to underpin impactful R & E

Student Experience
Pedagogic approach to support students' learning, and designed with their wider needs in mind across all levels (blended learning, WBL, customer service). Equipping students with skills to assist their self-development. UN SDG values embedded across learning

Core Themes
- Group model, with career pathways across the Group;
- Industry Engagement, supporting teaching and R & E;
- Development of social capital;
- Focus on impact on our students, local & global and economic;
- Fit for the future facilities, estate and IT infrastructure.

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Group KPIs by Pillar

Access to Opportunity	Student Success	Real World Impact	Fit for the Future		
			Technology & Estate	**People, Culture & Inclusion**	**Resources, Market & Shape**
Employer relationships embedded in supporting student outcomes	Progression to Employment or Further Study	Increase in R & E activity	Room utilisation rate	High Quality Workforce - Staff retention rates / applications per advert	Shape – Income Levels
Excellent Reputation amongst Employers	Excellent Learning Experience	Research, Enterprise and Curriculum Linkages	High Quality Estate	High Quality Leadership – Staff Surveys questions around performance management/accountability	Surplus %
Enterprise embedded in Curriculum	Excellent Educational Outcomes	Externally recognised for the quality and impact of research and enterprise activity	Student Satisfaction with Infrastructure	Managing change effectively – Staff Survey questions	Brand Reputation
Significant impact on improving local growth through insight and education	No Attainment Gaps	Knowledge Exchange Activity	Staff satisfaction IT services	Inclusive workforce – Increase of underrepresented groups into senior positions	Philanthropic Activity
Internationalisation is embraced across the Group	Student Skills Development Capture	Research Quality	Employer forum on quality of educational and research facilities	Employee Experience - Staff Survey questions and general feedback	Effective decision making and use of information (service effectiveness questions)
Global and Local increase in access and impact	Excellent services to students	Research Pipeline	Carbon usage		

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SBA Translation of Pillar KPIs

Access to Opportunity	Student Success	Real World Impact	Fit for the Future		
			Technology & Estate	People, Culture & Inclusion	Resources, Market & Shape
Integration of employer partners in curriculum design and implementation	Progressing to further study or employment	Research culture – Proportion of staff participating in research activity	Room utilisation rate	High Quality Workforce - Staff retention rates / applications per advert	Income Targets
Positive standing amongst key industry partners	Internal Student Satisfaction Survey (QDP?)	Published research relating to best pedagogic practice	High Quality Estate	High Quality Leadership – Staff Surveys questions around performance management/accountability	As Group Measure
Proportion of students developing employability soft skills	Attainment and progress measures	Citations and press	Student Satisfaction with Infrastructure	Managing change effectively – Staff Survey questions	
Satisfying local labour market demand through curriculum extension	Socio-economic disadvantage	Collaborations locally, nationally and internationally	Staff satisfaction IT services	Inclusive workforce – Increase of underrepresented groups into senior positions	Time given by alumni
Ongoing international networks and collaborations	% in Group Educational Passport	Number of in-house research projects and PD opportunities	Employer forum on quality of educational and research facilities	Employee Experience - Staff Survey questions and general feedback	Internal Service Questionnaire
Relationships developed with feeder schools, and students progressing to academies	Internal Student Satisfaction Survey (QDP?)	Research culture and ability to publish	Carbon usage		

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These measures will require definition.

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Next Steps

Timeline

	April	May	June	July	Aug-Nov
Strategic Pillars	Exec Sign Off Draft 1		Exec Sign Off Draft 2	Board(s) Sign Off	
Pillar Level KPI Definition		Pillar Level KPI Definition - Working Groups			
Institutional Translation		Institutional Outcomes and Deliverables			
Engagement		Pillar Level Strategy Engagement		Local Level Strategy Engagement	
Group Strategy Publication	Design	Assembling of Content		Publication	
Local Planning			Translation of Outcomes and Measures, and Five Year Roadmaps	Planning Exercise	

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Group Deliverables (Appendix)

Access to Opportunity – Group Deliverables

1. Establish a strategic network of collaborative stakeholder and employer relationships which underpin teaching, research and enterprise across the LSBU Group

2. Embed a global perspective across the Group's work, creating new opportunities for students and employees to be global citizens

3. Provide a portfolio of flexible all-through pathways of high quality professional and technical education aligned to career pathways with enterprise embedded, particularly those available locally, supporting people of all characteristics, talents and levels to achieve their potential

4. 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

5. 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

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Student Success – Group Deliverables

Portfolio & Pathways. Career pathways to be developed across the group, with step on and step off opportunities.

Breadth modules or elements of study in support of UN SDG outcomes

Course delivery through a range of styles and methods matched to student need. Teaching methods informed by evidence based research e.g. peer to peer learning

Access to outstanding facilities to support applied learning. Facilities of the standard as used in industry.

Business Links embed in Educational Journey. Industry supporting course design and provision of workplace experience integrated in learning as standard across all courses

Teaching development to support the skills needed to deliver excellent academic outcomes

Supporting Students. Wellbeing, student services, skills development and academic support solutions designed around students' needs with excellent customer service throughout the entire student journey, from application to alumni

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Real World Impact – Group Deliverables

Develop interdiscplinary 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

Partner with employers through knowledge exchange activities, providing expertise and support to grow their businesses

Outcomes of insight activities embedded across disciplines, giving currency to teaching & enhancing the student experience

A sustainable approach to place-based innovation that is underpinned by collaboration and co-creation with citizens and communities

Piloting of the creation of LSBU Group subsidiary companies, with our shared vision and values, creating employment opportunities and student involvement

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

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Technology & Estate – Group Deliverables

Development of a single group network, providing a common user experience and flexible work/study capabilities.

IT Infrastructure will operate in a hybrid cloud environment, exploiting the benefits of public and private cloud.

Software applications will be transitioned to SaaS to support flexible work/study. Group solutions will be preferred and the software suite rationalized.

IT equipment, including user devices and classroom technology, will be portable rather than fixed wherever possible.

Embedding sustainability across the group

Development of digital skills centres to be used by staff, students and the local community

Improvement to the quality of the estate, increasing reducing maintenance costs

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People, Culture & Inclusion – Group Deliverables

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.

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.

CULTURE: A dynamic culture that is underpinned by our EPIIC Values with the agility to change and develop, reinforce culture through behavioural framework.

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.

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Resources, Market & Shape – Group Deliverables

Brand & Reputation - A brand architecture that delivers an instantly recognisable brand themes that demonstrate our real-world impact Increased awareness and an understanding of institution brands amongst target stakeholders

Establish Group outreach activities aligned with the needs of local stakeholders, leveraging our employer relationships to engage in local schools, creating understanding and access to the education, skills and career opportunities available

Student recruitment – we will continue to outperform the sector in new student recruitment whilst maintaining our widening access agenda for those that have the potential to succeed. A increase in the volume and diversity of students, particularly in relation to apprenticeships and international students.

Product & Portfolio – A focus on professional and technical subjects, with an increase in apprenticeships across the Group, through a simplified portfolio focused on career pathways

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

Joined up planning & budgeting – Effective, insight driven decision making that delivers value for money for our students and wider impact in the delivery of first class outcomes

Capital Investment Plan – An effective approach to deliver against capital plans. Consider alternative funding options including joint ventures to fund capital investment requirements.

An operating model that delivers across the Group to facilitate the achievement of its strategic objectives.

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