



LSBU Group Corporate Strategy 2020–2025

Our Vision

To transform lives,
communities, businesses
and society through
applied education
and insight.

Foreword



London South Bank University (LSBU) was established as the Borough Polytechnic Institute in 1892. Its mission - to serve the local community and its employers by providing high quality professional and technical education and insight - still stands today. We have created LSBU Group so we can continue to deliver that vision as effectively and ambitiously as possible.

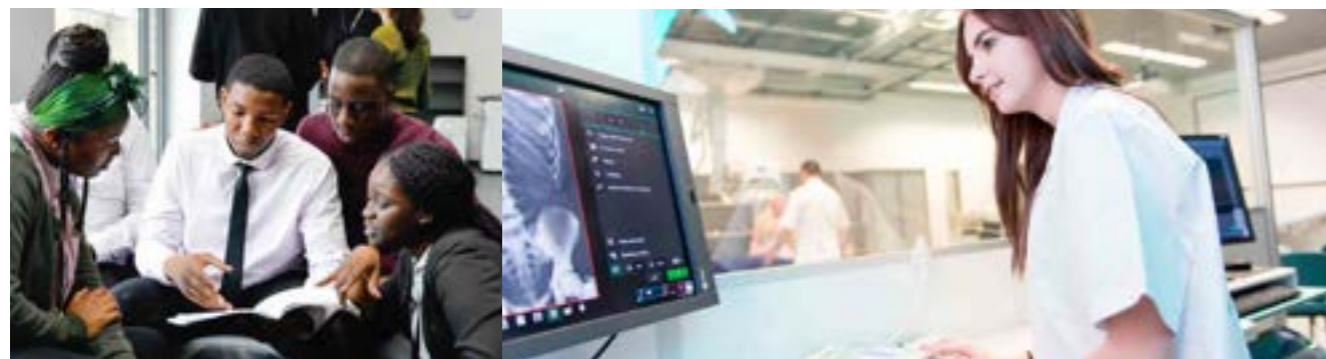
The UK has one of the developed world's lowest levels of literacy and numeracy among young people. The majority of our population fails to progress beyond level 3, with 25% not progressing past level 2. Many of these left behind learners are from disadvantaged backgrounds. In 2016, the gap between disadvantaged pupils (those eligible for the Pupil Premium) and their peers, at the end of secondary school, was 19.3 months. For those persistently disadvantaged, the gap was 24.3 months. This is not a failure by those individuals but a failure of society, and of an overly complex educational system. LSBU Group is tackling that complexity by establishing identifiable pathways that provide learners with clear routes to their career goals, irrespective of level.

Our 2015-20 corporate plan focused on high quality professional and technical education, applied research and supporting our civic community. We have had significant success. We are now a leading university for graduate starting salaries. We are a recognised leader in employer sponsored study with 2000 higher and degree apprentices alongside 5000 students supported by employers. The Passmore Centre for Professional and Technical Education, created with Southwark Council, is a physical manifestation of our work with employers. We have a new group structure incorporating secondary and further education as part of our demonstrable commitment to serving the wider educational community and Lambeth College is now a top 50 provider based on learner achievement.

We are included in both major international university rankings and our transnational student numbers have grown to over 5000. Our research income has trebled and we are the leading provider in London of business support for SMEs, funded by European Union structural funds. We are second in London for Knowledge Transfer Partnerships and our business incubation programme is second amongst all UK universities. We have been named Entrepreneurial University of the Year and University of the Year for Graduate Employment twice.

The institutions within LSBU 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 that enable people of all characteristics and talents to achieve their full potential, and so contribute their skills and energy to wider society throughout their lives. We believe this approach can transform the way we think about learning and offers a template for locally accountable education. In order to tackle the twin challenges of failing social justice and weak UK productivity - which undermines both individual prosperity and the ability to support our most disadvantaged - we need a step change in professional and technical upskilling.

To achieve this, we must involve those in employment and those still to progress to it. I see the Group leading the field in employer sponsored education and apprenticeships.



We must build a workforce with the skills to deliver now, the wider educational understanding required to adapt to the future, and the resilience to manage personal and professional challenges. Our forebears pioneered this holistic approach in 1892, describing themselves as providing “industrial skill, general knowledge, health and well-being”. It’s a balance that remains at the forefront of LSBU Group’s approach today.

An optimal workforce is achievable only through true partnership between education and business, not only in relation to education and skills but with respect to applied research and enterprise. Many countries have successfully achieved this by developing world leading universities of technology which focus on technical and professional education and research. In the face of today’s global challenges, these institutions are needed now more than ever. In the UK’s higher education sector, this area has been neglected for many years. At LSBU, we will seek to raise its profile and strive for national recognition, measuring ourselves against the best of such institutions globally whilst continuing to be embedded in our local communities and to address local challenges.

The LSBU Group is also committed to playing a leading and measurable role in delivering societal good. We are proud of the diversity of our students and workforce, and see ourselves as playing a pivotal role in supporting their success. As evidenced by the Black Lives matter movement and the barriers faced by various parts of our society, this work is as important now as it was 100 years ago. As part of this commitment, we have subscribed to the **United Nations Sustainable Development Goals** Accord and embedded the UN SDGs in our strategy as a framework for delivering equality, environmental sustainability, education, health and wellbeing and economic prosperity.

Our new strategy for 2020-2025 builds on the strong foundations of the last 5 years and includes the same three educational pillars as our 2015-2020 strategy: Access to Opportunity, Student Success, and Real World Impact. To highlight the need to adapt and take full advantage of our new group structure and the digital world, and to meet changing stakeholder expectations, we have added a fourth pillar, Fit for the Future.

Alongside the high level strategy, this document sets out our overarching vision and creates a framework for each institution in our family of educational providers to determine how best to deliver excellence within its own area of activity and accountabilities.

As we embark on this new strategy, the educational and political environment will continue to change. Brexit and the COVID-19 pandemic will undoubtedly have far-reaching consequences for people and organisations. In our response, we will continue to develop our group, to put learners and our communities at its heart; and to provide the high quality professional and technical education that can deliver both social justice for the individual and prosperity for the nation.

Professor David Phoenix OBE DL
 FAcSS, DUniv, DSc, FRCP (Edin), FSB,
 FRSC, FIMA, PFHEA
Vice-Chancellor and LSBU Group Chief Executive







Introducing the LSBU Group

The LSBU Group comprises South Bank Academies, South Bank Colleges, South Bank Enterprises and London South Bank University. The Group works to one vision and seeks to deliver a holistic solution to the educational needs of communities and business both locally and globally.



2025 LSBU Group Strategy

Strategic pillars, Goals and United Nations Sustainable Development Goals

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| <p>Access to Opportunity</p> <p>Through local and global partnerships we will create opportunities for individuals, business and society and seek to remove barriers to success.</p> <p>2025 Goals</p> <ul style="list-style-type: none"> • Progress against UN SDGs • Positively impact 1 million lives <p>UN SDG</p>  | <p>Student Success</p> <p>Recognised as a leading organisation for outstanding practice-led learning, fostering the development of able graduates ready to address business and societal challenges.</p> <p>2025 Goals</p> <ul style="list-style-type: none"> • Increase social mobility • Increase in students' social capital <p>UN SDGs</p>  | <p>Real World Impact</p> <p>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.</p> <p>2025 Goals</p> <ul style="list-style-type: none"> • £5bn of economic impact • Impactful and high quality research <p>UN SDG</p>  | <p>Fit for the Future</p> <div data-bbox="1620 537 2000 1644"> <p>Technology and Estates</p> <p>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.</p> <p>2025 Goals</p> <ul style="list-style-type: none"> • At least 20% of all teaching delivered using digital platforms or industry standard facilities • Environmental sustainability <p>UN SDGs</p>  </div> <div data-bbox="2018 537 2398 1644"> <p>People, Culture and Inclusion</p> <p>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.</p> <p>2025 Goals</p> <ul style="list-style-type: none"> • A highly engaged workforce • Closing of the Gender and Ethnicity Pay Gap <p>UN SDGs</p>  </div> <div data-bbox="2415 537 2864 1644"> <p>Resources, Market and Shape</p> <p>Alignment of core activity with business and society's current and future requirements in terms of skills, knowledge and innovation and insight.</p> <p>2025 Goals</p> <ul style="list-style-type: none"> • Delivering financial sustainability • Highly effective internal services <p>UN SDG</p>  </div> | | |
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Our Vision

To transform lives, communities, businesses and society through applied education and insight.

The LSBU Group: a distinctive approach

We deliver real world impact through teaching, research and enterprise. We are able to harness the intellectual and physical resources across the Group to meet our mission of offering:

1. Social mobility
2. A student experience designed around our students
3. Professional and technical education
4. Impact through insight
5. Strength from diversity
6. Engagement with place



Bottom left: LSBU's partner, the British University of Egypt's (BUE) new campus (artist impression)

There are many benefits to our approach.

Access to Opportunity

Educational pathways – we provide a continuous offer of education and skills pathways, aligned to careers that support people of all characteristics, talents and levels to achieve their potential

Outreach – raising local aspiration and attainment, we 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

Access to talent – providing employers with access to talent at all educational levels, especially in professional and technical education

Student Success

Educational enhancement – creating interaction amongst the Group which provides learners with reciprocal benefits such as access to technical facilities, volunteering opportunities and student services

Employer sponsored education – serving the education and skills needs of employers by equipping students with the skills they need to flourish in the world of work

Overcoming social disadvantage – our unique position supports research into links between social disadvantage and educational outcomes, and the application of its findings to deliver improved outcomes

Real World Impact

Global outlook – leveraging the Group's diversity to form international partnerships that provide opportunities for staff and students in a local economy and which build reputation

Inclusive growth – utilising Group research and enterprise expertise to provide coordinated support to local business at all levels whether the need is facilities, technical support or high quality insight

Build community – inspiring and enabling our students, alumni and staff to engage together and with the local and wider community to build aspiration, achievement and resilience

Access to Opportunity

UN SDGs



We will:

1. Embed employer relationships in the Group supporting 10,000 apprentices and enabling all students to have the opportunity for a work based experience

2. Increase targeted support for the recruitment and retention of hard to reach groups including care leavers, military families and students from lower sociodemographic groups

3. Embrace internationalisation across the Group, with 25% of students and staff engaging in an international experience

4. Establish career based pathways so delivering a 100-fold increase in intra-Group progression

Our vision

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

Our Achievements



Created the LSBU Group, a unique educational family, offering career pathways from secondary to postgraduate education

TOP

Ranked Top London Modern for adding value (Economist Aug 2017)



Ranked Top 200 in the World for Impact (THE Impact Ranking 2020)

Through:

Employer Relationships – we will establish a strategic network of employer relationships which underpin teaching, research and enterprise across the LSBU Group

Global – we will create three LSBU branded international hubs via overseas partnerships each with a focus on place, whilst providing global opportunities to the Group

Educational Pathways – we will develop a course 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 skills development via short courses

Local Partnerships – we will build Group-wide partnerships across South London, aligning our civic engagement activities and contributing direct economic benefits and socio-economic impact through our students, staff and alumni

Public Engagement – we will inform, inspire and involve our communities, local and national stakeholders, creating opportunities for students, alumni and employees to enhance their development

Development of the Group – we will create new centres for learning in collaboration with employers and local stakeholders, including a new technical college at Vauxhall, two additional schools within South Bank Academies and employer focused skills centres

London South Bank University

The importance of Group pathways, both domestic and international, will grow; promoting societal and personal impact through education, skills development, research, enterprise and industry. LSBU will provide extracurricular enrichment opportunities to aid social capital in our students.

We will enhance our impact in South London by creating two employer led skills centres/satellite campuses, bringing together the power of the group to showcase sector specific employment opportunities and provide the skills that enable individuals to progress their career. LSBU Global will become a vehicle for delivering multi-touchpoint partnerships, replicating our UK offer, including research, enterprise and teaching, creating an important local contribution.

South Bank Colleges

With local partners, SBC will develop increased specialist and innovative bespoke provision for those most at risk of being excluded from realising the benefits of education.

The Gateway Centre will be a centre of excellence in English for Speakers of Other Languages (ESOL), literacy, numeracy and digital skills for young people and adults, supporting progression to employment or further study.

SBC will establish a new vocational college and centres of excellence providing increased access to, and participation in, technical education for young people and adults. The college will provide career pathways from level 2 through to levels 4 and 5.

South Bank Academies

SBA institutions will become recognised as career academies providing expert advice and guidance as well as exposure to employment sectors. We will look to increase access by opening two new schools to strengthen learner choice. Bridges will be further developed to provide greater ability to move between SBA schools or to SBC at age 14 and 16, enabling learners to focus on more theoretical routes (A Level), more applied routes (BTEC) or vocational routes (NVQs), based upon learner aptitude and ambition.

Student Success

Our Vision

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

Our Achievements



Awarded Teaching Excellence Framework (TEF) Silver in 2017



Named University of the year for Graduate Employment 2018 and 2019 (The Times and The Sunday Times Good University Guide 2018, 2019)



Awarded an Ofsted Good rating for LSBU's apprenticeship provision (2019) and UAE South Bank (2017)

TOP 50

Lambeth College is in the top 50 colleges for student outcomes (2020)

UN SDGs



We will:

1. Be in the top quartile for students progressing to employment or further study at all levels of education
2. Provide an excellent learning experience, with top quartile results
3. Enable excellent educational outcomes and progression (at or above benchmark)
4. Close awarding gaps at all educational levels
5. Deliver excellent services to our students, with sector leading (top quartile) satisfaction levels

Through:

Professional and Technical Curriculum – working with students as partners to support the learning experience, we will design an inclusive curriculum that complements the careers pathways and skills approach

LSBU Social Capital Programme – we will develop social capital through volunteering, international exchanges, work based learning, and by embedding the development of soft skills in our curriculum design, alongside learning in support of social good and, specifically, UN SDGs

Technology Enabled Teaching – we will use technology to enable a personalised and flexible approach to learning, whilst complementing our professional and technical curriculum, with digital skills embedded. Our students will also have access to industry standard facilities as part of their learning

Industry Links Embedded in Education – we will align our business links to the educational journey, with industry-supported course design and workplace experience as standard, with enterprise embedded in the curriculum using the EntreComp framework

Academic Development Programme – we will support the development of the skills needed through in-house support to deliver excellent academic outcomes, particularly in relation to curriculum design and embedding digital in teaching

Student Support and Customer Service – we will offer personalised support that complements the educational journey and progression to further study/employment; our first-rate customer service will be underpinned by excellent access to information and designed with LSBU Group student needs in mind

Wellbeing – we will develop a whole-Group approach that safely supports individuals and promotes positive mental health across all aspects of student and academic life

Advice and Guidance – we will advise learners on careers and future progression opportunities, for those post-14 and access to part-time work opportunities through the LSBU employment agency post 18

London South Bank University

Complemented by support services and a journey designed around their needs, LSBU students' educational experience will prepare them for the next step in their education or career, and seek to ensure equity of outcomes for all groups. Their personalised and flexible student journey will allow for blended and applied learning in small sized teaching groups. Competency-based assessment, will increasingly be used as a method of assessment. LSBU 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.

South Bank Colleges

The development of students' English and maths skills will form an integral component of all courses. There will be a change in the proportion of level 2 and 3 students graduating with level 2+ qualifications in English and maths, enabling progression to level 4 and HE courses and increased employment opportunities. By developing organisational understanding of the wellbeing needs of our students, the learning experience will eradicate inequalities in achievement of qualifications and support the acquisition of experiences and skills that enhance progression. We will harvest the benefits of digital technologies in enhancing the learning experience of all students. We will enable students to access high quality engagement with employers, volunteering and enrichment opportunities.

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 in terms of attainment and progress. Personalised guidance and support, with targeted strategies for groups including SEN and disadvantaged, will close awarding and progress gaps. Sector-leading 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

Our Vision

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.

Our Achievements



Achieved QS 5 Stars



Rated 3* and 4* for Impact across 73% of LSBU research in the 2014 Research Excellence Framework (REF)



Ranked 8th largest provider of nursing students to the NHS in the UK and largest in London (HESA 2018/19)



Established the largest trans-national partnership in MENA region with British University Egypt (BUE) with over 4,500 students in 2019/20

UN SDGs



We will:

1. Significantly increase research and enterprise activity across the Group generating £50m of research and enterprise income per annum
2. Enjoy an excellent reputation amongst employers, including an Employer Reputation score of 10 in the QS World Ranking and highest ranked UTCs
3. Inform our curriculum using research and enterprise activity, enabling learners across the Group to develop critical reasoning and the ability to apply knowledge in practice
4. Be externally recognised for the quality and impact of our research and enterprise activity, including the University being in the top 500 QS and THE rankings (REF impact measure and University GPA of 3.0 and 2.8 in 2021 and 3.2 and 3.0 in 2027)
5. Maintain an effective research pipeline, doubling PhD completions by 2025

Through:

- Research Centres** – we will continue to develop interdisciplinary centres that align with areas of professional excellence and can support research-informed teaching with a culture of Interdisciplinarity and an embedded, strategic approach to publication
- Industry Partnerships** – we will partner with employers through knowledge exchange activities, providing expertise and support to grow their businesses
- Research-Informed Teaching** – we will embed outcomes of insight activities throughout, giving currency to teaching and enhancing the student experience, as well as place-based innovation being co-created with citizens and communities
- Research Infrastructure** – development of a research infrastructure to fully support research staff in applications and monitoring
- Enterprise Subsidiaries** – we will pilot the creation of LSBU Group subsidiary companies, with our shared vision and values, to create student employment and wider involvement
- Centre for Pedagogic and Adult Learning Research** – this Group centre will be developed to improve educational outcomes by using our unique educational offer to understand the link between disadvantage and educational experience
- Employer-led Skills Centres** – we will develop at least one skills centre, which is linked to an employment sector and supports the delivery of gateway qualifications, CPD, education and engagement activity needed by the sponsor from across the Group

London South Bank University

The University will significantly increase the impact of its research and enterprise activity. Through harnessing industry and community links the University will increase volume as well as the quality and effectiveness of knowledge exchange. The volume and role of PhD students as part of a research pipeline will increase, whilst allowing for greater opportunities for research activity to inform teaching.

South Bank Colleges

The college will be an anchor organisation in South London that is recognised for its positive impact on economic and social inclusion for local residents. Engagement in local multi-agency evidence-based research will enable proactive responses to the challenges local residents face in accessing education and its socio-economic and health benefits. Working directly with employers, the GLA and local authorities we will ensure strong alignment between skills needs and the education and training offer in south London. We will ensure college graduates are well prepared to access good jobs through our career pathways. Our approach to teaching and learning will be evidence-based with a particular focus on English and maths and technical education. Understanding of professional practice and a research culture of learning about learning will be embedded and contribute to national research on vocational and technical education.

South Bank Academies

A learning and research culture will be fully embedded across SBA, with all staff participating in research and development activity. Research and insight will be 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 will be sector-leading in the area, enriching the local offer. As a consequence, SBA will be able to recruit, develop and retain staff of a very high calibre, further enhancing provision and strategic development.

Fit for the Future

Technology and Estates

UN SDGs



We will:

1. Use our estate effectively and efficiently, with a utilisation rate of 50%

2. Maintain high student satisfaction with our infrastructure, and be in the top quartile for satisfaction

3. Effectively support our staff with our IT services, with 90% of our staff rating the services of a high standard

4. Have employers regard our facilities as of industry standard in the support of academic outcomes

5. Reduce our carbon footprint by 25% between 2020 and 2025, with the goal of achieving zero carbon emissions by 2050

Our Vision

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.

Through:

Environmental Sustainability and Literacy – this will be embedded through the reduction of carbon emissions, landfill use and increased recycling

Technology Enabled Flexibility – we will develop a single Group network that enables a flexible approach to work/study by providing a common user experience; IT equipment, including user devices and classroom technology, will be portable rather than fixed wherever possible

Cloud Focused – our IT Infrastructure will operate in a hybrid cloud environment, exploiting the benefits of public and private cloud

Software as a Service – we will support flexible work/study by transitioning applications to Software as a Service (Saas), with Group solutions preferred and the software suite rationalised

Industry Standard Facilities – these will be developed to support research, teaching and enterprise across the Group, with input from newly created employer boards

High Quality Estate – we will deliver this with a view to increasing satisfaction and reducing maintenance costs



Vocational College at Vauxhall (artist's impression)

Fit for the Future

People, Culture and Inclusion

Our Vision

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.

EPIIC Values

In the pursuit of our goals and ambitions, our values will underpin how we achieve these.

Excellence – Known for working to a high standard and providing a quality service to all

Professionalism – Takes personal responsibility and accountability, leads by example and inspires others

Integrity – Communicate with transparency and respect, creating a working and learning environment based on trust

Inclusivity – Celebrate being a diverse and vibrant community, where there are no barriers to inclusion and where we view the differences between people as a source of strength

Creativity – Innovative, generating ideas and opportunities that are useful in solving problems and enhancing the reputation of the University

UN SDGs



We will:

1. Inspire and lead our staff effectively, with scores in the top third of the sector

2. Be effective in managing change, with a majority of staff agreeing that change is managed well

3. Have an inclusive workforce that represents the communities and student body we serve, with the proportion of staff at senior levels representative of the wider staff base

4. Give our employees a first class employee experience, with scores in the top third of the sector

Through:

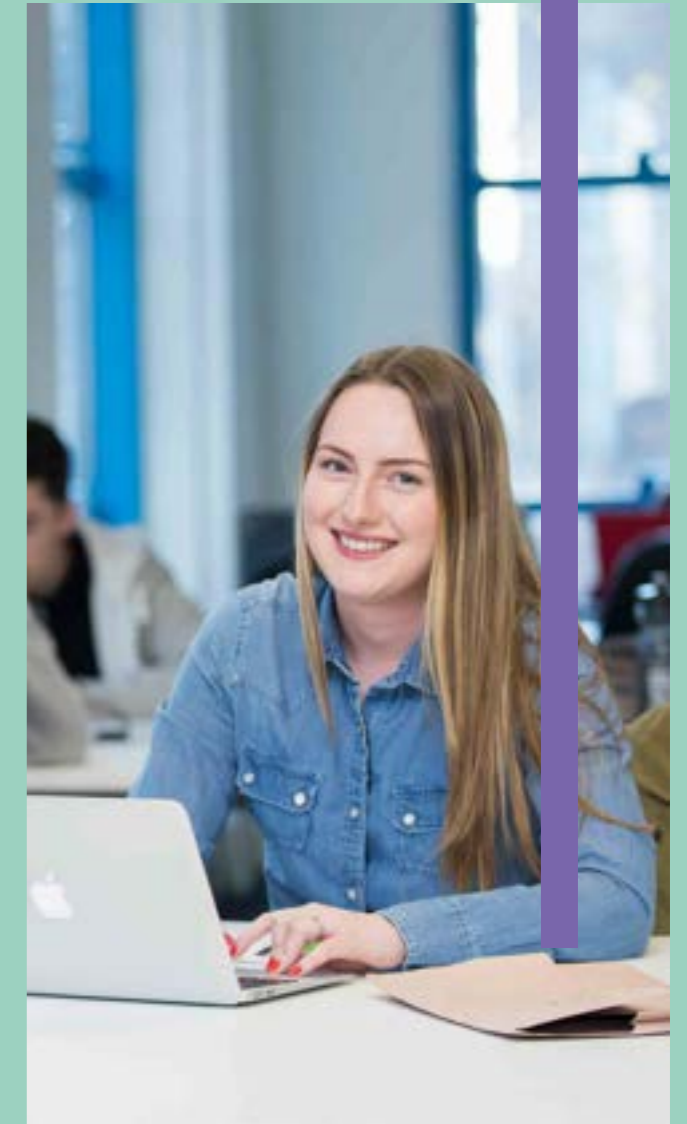
People – we will manage and support talent, recognise and reward behaviours that contribute to strategy delivery, including closing the awarding gap, and clearly define objectives that deliver our strategic aims through the appraisal process

Leadership and Management – we will develop and deliver a robust programme that will support the LSBU Group's ambitions; we will role model inclusive behaviour

Organisational Shape and Size – we will review this through a new Target Operating Model, creating capacity, capability and prioritising resources through planned workforce transformation

Dynamic Culture – underpinned by our EPIIC Values, we will encourage the agility to change and develop, embed a culture of learning across the Group and reinforce these through our behavioural framework

Inclusivity – we will create a values-based culture with wellbeing at its heart, with employee voice as a key influencer in decision-making, diverse recruitment and promotion panels and the implementation of the EDI framework



Fit for the Future

Resources, Market and Shape

UN SDGs



We will:

1. Achieve overall Group income of £250m by 2025
2. Generate 5% surplus on income
3. Enhance our brand and reputation externally by being recognised in the top 50% of each domestic rankings table across the Group
4. Embed philanthropic and alumni activity to reduce the impact of social disadvantage on educational outcomes, by raising £15m by 2025

Our Vision

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

Through:

Brand and Reputation – we will create a compelling brand proposition with instantly recognisable brand themes that demonstrate our real world impact and build 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, as well as increasing the volume and diversity of students, particularly in relation to apprenticeships and international students

Group Operating Model – this will support the Group to achieve its strategic objectives with clear accountability structures

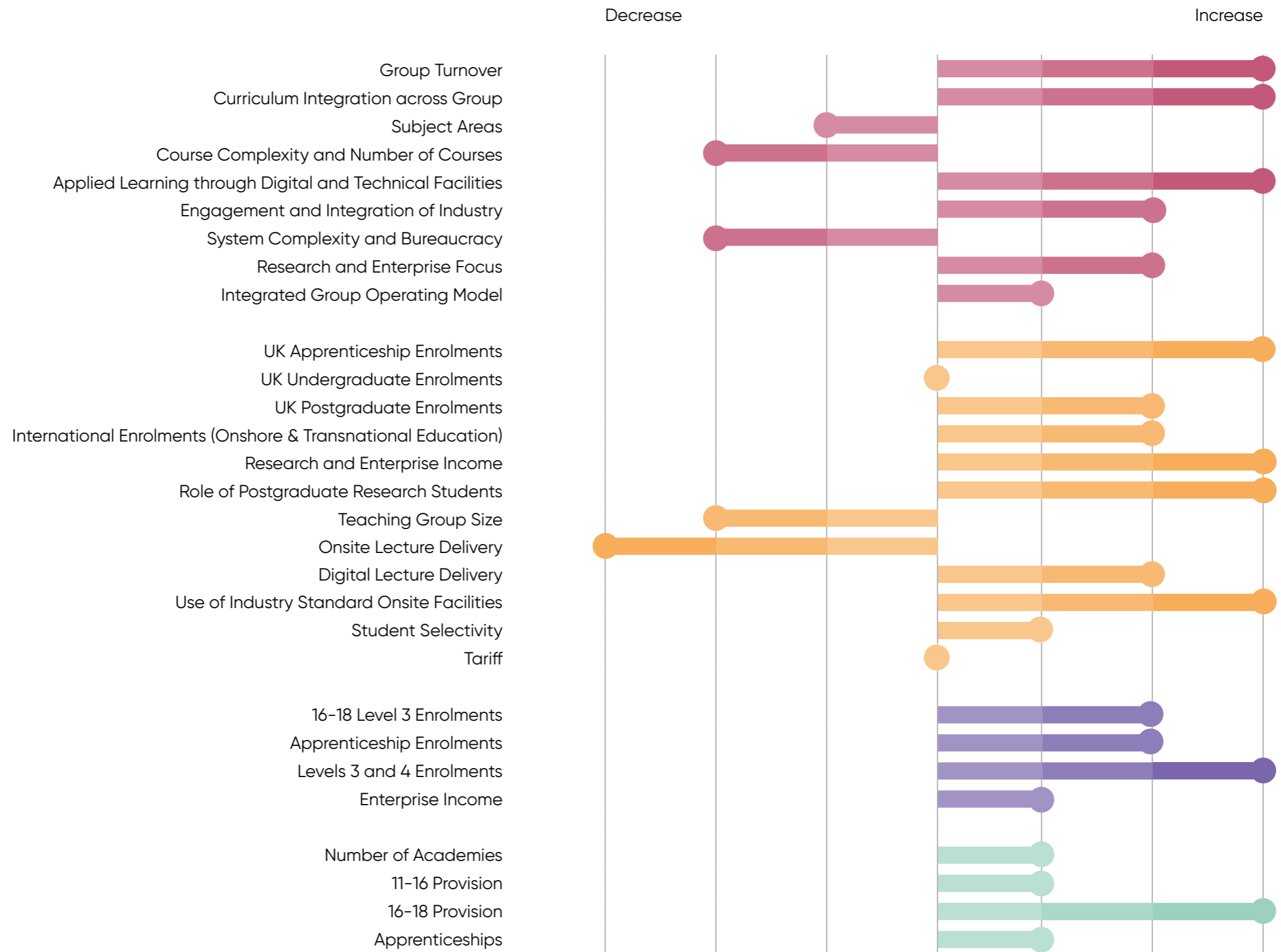
Fundraising and Philanthropy – we will engage with alumni and industry to raise funds for student support; a vibrant bursaries scheme, aligned with our brand values, will support student retention by providing access to opportunity

Planning and Budgeting – we will take a joined up approach, using information and insight driven decision-making that delivers value for money for our students and significant positive impact for the communities we work with

Capital Investment Plan – our effective approach to deliver against plans will include alternative funding options, including joint ventures, being considered to fund capital investment requirements



Impact on the LSBU Group of the 2025 Strategy



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

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LSBU Group

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