

**Minutes of the meeting of the Strategy and People Committee
held on Tuesday 27 February 2024, 4:00 PM — 6:00 PM GMT
1B27, Technopark**

Present

Shona Brown (*Independent Governor - Chair*)
Danny Clegg (*Academic Staff Governor*)
Helen Coleman (*Independent Governor*)
Peter Fidler (*Independent Governor*)
Devonte James (*SU President*)

Apologies

Tara Dean (*Provost*)

In attendance

Michael Broadway (*Secretary*)
Alex Bush (*Chief People Officer*)
Ola Dejo-Ojomo (*Secretary*)
Amy Eden (*SBSU CEO*) (for item 6 only)
Deborah Johnston (*Deputy Vice Chancellor, Academic Framework*)
Nicole Louis (*Chief Operating Officer*)
David Phoenix (*Vice Chancellor*)
Andreas Raffel (*Chair of the Board of Governors*)
Mehmet Tarhan (*Head of Market Planning and Insight*) (for item 8 only)
Paul Woods (*Group Director of Marketing, Recruitment and Communications*) (for item 8 only)

1. **Welcome and apologies**
The Chair welcomed everyone to the first meeting of the Committee.
2. **Declarations of interest**
No interests were declared on any item on the agenda.
3. **Consideration of new committee arrangements**
 - **Approved committee terms of reference**
 - **Committee annual work plan**

The Committee noted that the terms of reference had been previously agreed by the Board. The Committee noted that unlike its predecessor, its primary focus was not financial, although part of its remit would be linked to the Group's finance KPIs. The Committee noted that its terms of reference would provide more opportunity to have consultative discussion on people related issues, rather than reporting progress on what had already taken place.

The Committee considered the workplan, and noted that the annual education report, student recruitment, progression and retention would be considered at its next meeting. The Committee suggested other items for the

workplan and agreed that the governance team would review it with the Chair. The Committee also agreed that the Vice Chancellor, Deputy Vice Chancellor, Chief People Officer and the governance team would meet to draft a document that outlines the strategic delivery of the workplan. The document would be considered by the Executive and the Chair with an expectation for it to be in place for the next academic year.

4. Minutes of the previous Finance Planning and Resources Committee meeting

The Committee approved the minutes of the meeting of the previous Finance Planning and Resources Committee of 7 November 2024 with redactions.

5. Matters arising from the previous Finance Planning and Resources Committee meeting

The Committee noted that alternative options for accommodation is part of the estates masterplan which would be considered by the Board on 21 March 2024.

**6. Students' Union (with Amy Eden)
- Compliance with Code of Practice update**

The SU CEO joined the meeting

The SU CEO presented its statutory Code of Practice Return for 2022/2023. The SU had upheld its obligations to LSBU under the Education Act and was on budget as expected.

A governance review is taking place in light of the low level of participation with the elections, a risk that had been identified by the trustees. Currently student insight gathering is underway to help better understand the low levels of participation, but it was noted that the lowest levels of participation was with schools and students studying healthcare.

The Committee noted the report and thanked the SU CEO and her team for their work.

The SU CEO left the meeting

7. Group KPI performance

The Committee considered the latest updates to seven of the Group's KPI performance and noted the various improvements, stability and declines in performance. In response to a query from the Committee regarding the ambition of the targets, officers advised that targets in the corporate strategy were forwarded by a year as part of the Group's response to the Covid-19 pandemic. The end point was extended until 2026. Five of the KPIs were

linked to the NSS which was impacted by an IT outage. The Group was making progress with the targets. The cost of living has also impacted students and certain measures. The actions taken over the last year are expected to positively impact retention of the international cohort which had faced challenges over the last year. As such, the targets will continue to be reviewed against competitors rather than be amended.

The Committee also discussed the impact of staff engagement on other indicators including student progression. Although the CPO is mindful of 'survey fatigue', the staff surveys were now quarterly rather than annual in order to work with more real time data.

Commercial income had been included with the research and enterprise income due to its impact on the Group's HEIF funding. There is a breakdown of the figures available in the Vice Chancellor's report to the Board.

The CEO left the meeting.

8. End of Cycle and Enrolment Analysis - Re-enrolment outturn

The Head of Market Planning and Insight and the Group Director of Marketing, Recruitment and Communications joined the meeting.

The Committee considered the report and presentation setting out the end of cycle analysis and some of the challenges presented. Work has progressed on the marketing recruitment strategy from 2023 which include market prioritisation. Enhancements to the broader reputation, marketing and recruitment approach will require funding. The Committee would receive more information on the marketing approach after it had been considered by the Executive in April 2024.

Further to a query from the Committee, officers explained that health (nursing and allied health) courses were grouped together as they are treated differently in the market in terms of market demand and applicant journey.

Whilst conversion rates remain strong compared to other London moderns, work continues to be done to improve recruitment figures. This includes considering amending the tariff and improved marketing of our strengths and successes.

The Committee discussed recruitment beyond London and noted that whilst there was little analysis available on other London moderns' approach to this, there was a need to ensure that LSBU preserved its market share and not lose its niche provision. It was also noted that LSBU's cohort of students that live in other parts of the country do not tend to move due to a variety of reasons including living or travelling costs or family commitments. However, work is underway to consider targeting London commuter routes.

Any national strategy would need to include a national apprenticeship strategy and national franchising, and this could be considered by the Committee at its next meeting.

The Committee thanked the officers.

The Head of Market Planning and Insight and the Group Director of Marketing, Recruitment and Communications left the meeting.

9. Health and safety annual report

The Committee considered the health and safety annual report which provided evidence of continuous strategic development of the Group's health and safety approach. The report included continued challenges faced by the Group, including issues with integrating improvements to data systems.

The Committee noted that the exact pattern of remaining fire door remediation in non-residential campus buildings will depend on decisions on capital spend and fire-door prioritisation, both of which are taking place in the upcoming period. As such, it was likely that the remediation work on LSBU campus buildings' fire doors would commence later than the August 2024 date given in the report. Notwithstanding, physical inspections had already been carried out on the fire doors and work would be done on any doors considered as a priority accordingly. The Committee agreed that this would be highlighted to the Executive.

Further to a query from the Committee, the COO confirmed that reports to RIDDOR include both physical and mental health incidents.

The Committee noted the report.

Items to note

10. NSS 2023 analysis of results and action planning

The Committee noted the report.

Date of next meeting

16:00 on Tuesday 2 July 2024

Confirmed as a true record

Shona Brown

(Chair)

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