



LSBU | GROUP

CONNECTING:
LONDON
FUTURES
EACH OTHER

CONNECTING



is our new Group Strategy – a bold, ambitious vision for LSBU Group 2030 and beyond. Developed in collaboration with colleagues, student groups, partners and stakeholders across London South Bank University, South Bank Colleges and South Bank Academies, it builds on our experience and extends our reach and impact by connecting with all who share our mission.

Connectivity. It lies at the heart of all we do. Since 2019, the LSBU Group has grown beyond its three founding institutions to form a powerful network of learners, staff, alumni, employers and policymakers – united in our mission to challenge social and economic inequalities through applied education, insight and partnership.

We will be a powerhouse for inclusive education, enterprise and economic growth, connecting potential to opportunity and enabling people to thrive. We will be known as a Group focused on delivering good jobs for all our learners.

Our Strategy focuses on Pathways, Partnerships, Student Success, London, People and Technology – delivered by a Group that is employer and skills led and prides itself on excellent professional and technical teaching which supports future talent and careers and fosters collaboration to deliver impact for London and beyond.



To unlock the full potential of our connectivity, we will:

- **LISTEN** – to our students, staff, employers and communities, responding quickly and to their evolving needs in a changing labour market.
- **ENGAGE** – leveraging our extensive employer network to make collaboration easy and meaningful, delivering real value and insight to our learners.
- **DRIVE** – sharing our expertise and leading national discussions to improve education and skills, boosting productivity and supporting inclusive growth.
- **SIMPLIFY** – making it easier for learners, employers and staff to navigate our systems, embracing the diverse talents within and beyond our Group.

Our work matters. We will grow sustainably to reach more learners, provide clear pathways into jobs, offer flexibility and meet students where they are. Every resource must count. Backed by employer insight, we will focus on impact, prioritising strategic investment, operational efficiency, technological innovation and the effective use of our estate – underpinned by robust and sustainable financial management to ensure our operating model supports future investment.

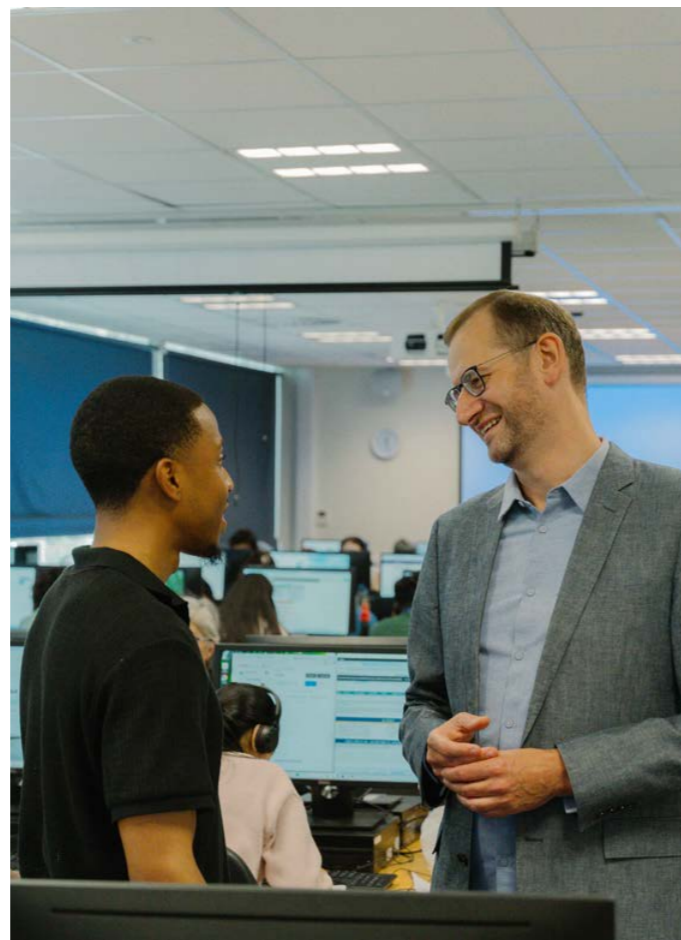
Professional and technical education has been central to our mission since our founding in 1892. Today, as London's first integrated tertiary education group, we continue to lead the way on learner-centred, skills-focused education.

Through Connecting, we will redefine tertiary education for a global, technology-driven economy – rooted in London.

THERE IS NO TIME TO WASTE.



Paul Kett
Group CEO and Vice-Chancellor,
London South Bank University



OUR GROUP AT A GLANCE

LSBU Group is embedded in south London.

- 1 London South Bank University Southwark
- 2 South Bank University Academy
- 3 London South Bank Technical College
- 4 South Bank Colleges Clapham
- 5 South Bank Colleges Brixton
- 6 South Bank University Sixth Form
- 7 London South Bank University Croydon

Our Group network enables us to create learning pathways and connect people and organisations. This ensures learners are supported through the education system to achieve their full potential and can contribute their skills and energies locally and to wider society.



LSBU GROUP EPIIC VALUES

We have a set of shared values we are committed to and we live these values in all we do.

EXCELLENCE We are known for working to a high standard and providing a quality service to all.

PROFESSIONALISM Everyone takes personal accountability and responsibility, leads by example and inspires others.

INTEGRITY We communicate with transparency and respect, creating a working and learning environment based on trust.

INCLUSIVITY We 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 We are innovative, generating ideas and opportunities that are useful in solving problems and enhancing the reputation of the Group.



OUTSIDE IN:

The external landscape is changing rapidly and we have the experience to respond

The wider labour market is changing, driven by technology, particularly AI, economic and geopolitical uncertainty.

Our track record means we are well placed to lead and connect the future needs of learners, employers and the London economy through education.

Our connection-led approach brings learners and employers together to deliver a model of education that is mutually beneficial.



LEARNING PATTERNS AND PATHWAYS ARE CHANGING

The Post-16 Education and Skills White Paper calls for FE, HE and employer collaboration – our Group tertiary model embodies this. Lifelong learning entitlements, more flexibility in the skills and growth levy and widening access can redefine education and opportunity.

Of our **31,313 students** in 2024/25:

- 15,760 study at LSBU
- 8,650 study at South Bank Colleges
- 797 study at South Bank Academies
- 5,387 study part-time
- 2,646 are apprentices
- 16,962 are adult or mature learners
- 3,299 are postgraduates
- 6,106 are transnational
- 16,322 are from London

EMPLOYERS' NEEDS ARE CHANGING

Our education must be aligned with employer demand to drive growth and opportunity. Our partnerships and programmes help individuals and businesses thrive.

- **Deliver 40+ apprenticeship** standards (Levels 2–7) for over 900 employers.
- **Graduates earn among the highest** starting salaries of London's modern universities.
- **LSBU Group-founded startups** raised £14m in 2023/24, supporting 60+ businesses.
- **Supporting 2,400+ businesses** to co-design skills solutions, deliver apprenticeships and workforce development, support talent pipelines and drive productivity through applied research, innovation and technical education.
- **Help to Grow** has developed 400+ small business leaders since 2021.

CREATING A SKILLS-LED ECONOMY



The UK Government's Industrial Strategy highlights key growth sectors: Advanced Manufacturing, Creative Industries, Clean Energy, Digital and Technologies, Life Sciences, Health, Professional and Business Services and Construction. We have deep expertise in many aspects of these.

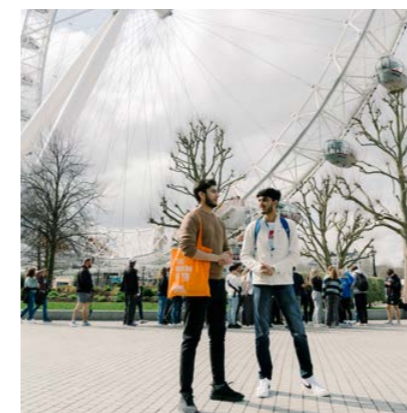
- Partnering with over 2,000 employers, including Bouygues UK, Lidl, Network Rail, Unilever, Mace, Sellafield and London Underground.
- Lee Marley Academy at London South Bank Technical College trains London's next generation of bricklayers.
- We educate and train more than one-fifth of all new nurses in London, working with over 60 NHS Trusts and leading in paediatric nurse training.
- LSBU Group is one of the largest providers of technical and a professional apprenticeships in London, with nationally recognised quality.

COMMUNITIES AND SOCIETY SHAPE OUR WORLD

Our civic mission ensures local people and communities benefit fully from education and research, as well as our economic impact. We are building healthier, more inclusive and more skilled communities.

- 180,000+ attendees at public events in the past five years; 5,000+ engage in entrepreneurial skills annually.
- Over the last five years, we supported over 10,000 adults to complete ESOL courses, over 4,500 individuals to achieve an English qualification and 5,500 individuals to achieve a maths qualification.
- Sector recognition of our work in the community, winning the Times Higher Education award for our barbershop blood pressure checks project in south London, which helped reach men at risk of undiagnosed hypertension, based on our internationally recognised research in kidney care and health inequalities.

ANCHORED IN LONDON, GLOBALLY CONNECTED



London is a global powerhouse, the economic engine of the UK, the world's largest international student city and a hive of talent – with ambitions to grow backed by the London Growth Plan. Our global partnerships extend LSBU's quality and impact worldwide.

- Partnering globally where we share a commitment to technical and professional education that drives opportunity.
- Ranked among the Top 25 UK TNE providers.
- Developing one of the largest MENA TNE operations with the British University of Egypt, with over 5000 students.

HUMAN-LED TECH FOR THE FUTURE



Rapid technological innovation impacts the labour market and society. Skills England and Local Skills Improvement Plans are aiming to understand national and local skills needs. We will partner and respond to this call to action, helping to improve the skills offer.

We're ensuring people remain at the heart of technological learning and innovation, as part of our commitment to excellent teaching.

- We embed industry-standard technologies in learning by partnering with industry and through access to cutting-edge, on-site facilities to ensure students gain hands-on experience with the tools and skills needed for modern workplaces.
- We're driving AI-enabled education and innovation by ensuring our staff and students are engaged with emerging technologies and the opportunities they bring, by participating in national AI pilots and delivering comprehensive training to keep our community at the forefront of modern teaching, learning and assessment.
- We're developing new courses which respond to the external environment and include advanced technical skills and artificial intelligence. In 2025, we launched specialist pathways in Artificial Intelligence, Cyber Security and Data Engineering to complement our offering in Computer Science.
- We ensure businesses are at the forefront of technological development, working with companies such as Edinburgh Instruments Ltd on photonics and low-cost, sustainable energy storage and with HydroStar Europe, where we've collaborated on a new state-of-the-art hydrogen laboratory to research industrial-scale green hydrogen production, storage, purification and compression.



REAL-WORLD RESEARCH FOR LASTING CHANGE

We focus on research that supports national growth sectors and delivers real-world impact. Our research centres align with our strengths in Energy, Materials and Environment; Bioscience and Bioengineering; Health and Wellbeing; Digital and Data and Building Future Communities. They connect disciplines across our Group, such as in our work on AI applications across health, engineering and science, advanced manufacturing and the circular economy.

- 68% of research rated world-leading or internationally excellent.
- Annual research and enterprise income of £22 million.
- In the top 50 institutions nationally and 6th in London in the Knowledge Exchange Framework (2025).
- Enabled 1,500+ organisations to bring innovations to market.



STRATEGIC THEMES



Turning "WHAT" into "HOW".

Our six strategic themes provide us with the basis for how we respond to the opportunities and challenges that the external environment presents. They build on the idea of 'Connecting' – through **Pathways, Partnerships, Student Success, London, People and Technology**. These themes are interdependent and mutually beneficial across our Group – whether academies, colleges or university.

Each theme, outlined separately on pages 10 to 21, sets out its strategic intent, aspiration and objectives.

PATHWAYS



TRANSFORMING LIVES IN LONDON

LSBU Group enhances social mobility and economic opportunity. Everyone should have the chance of a rewarding career and our professional and technical pathways connect our students to good jobs.

We will provide a range of post-16 educational pathways which are interconnected and lead to employment. Learners can find the right course at their level and progress with ease and flexibility. We will create new provision and refresh current provision in an agile way - responding to emerging needs together with employers so we deliver the skilled workforce they need for growth and become their partner of choice. With pathways valued by learners and employers, we will ensure we can sustain and grow our offer and reach in the future.

How we will do this:

- Simplify and grow integrated and learning pathways by designing and refreshing aligned provision across the Group, including flexible step-off points, matched to local skills strategy and employer need.
- Expand our provision in priority sectors in partnership with employers, including our award-winning apprenticeships.
- Deliver growth in recruitment of 16-18-year-olds on level 2 and 3 professional and technical programmes that provide opportunity and support economic growth, encouraging and supporting progression to level 4 and beyond.
- Strengthen how all learners can progress through LSBU Group, regardless of their starting point, to further their skills and careers.
- Extend our pathway provision outside of LSBU Group institutions, ensuring learners in London and globally can navigate clear progression opportunities to our provision - working with wider institutions on the delivery of high-impact careers education.

Constructing the path to a bright future

Nyla-Rae Graham's journey through the LSBU Group's integrated pathways demonstrates how education, opportunity and employer partnerships can help learners build the career they want.

Nyla-Rae's experience begins at London South Bank Technical College (part of South Bank Colleges), where she enrolled on the Level 3 T Level in Design, Surveying and Planning for Construction. "I knew I wanted to be in construction," she says, "but I wasn't sure which role. The T Level covers so much - law, design, building regulations, sustainability - giving you a really broad understanding and a solid foundation."

The course wasn't confined solely to the classroom. Thanks to South Bank Colleges' strong employer links, Nyla-Rae secured a placement with MACE, the global construction firm behind iconic projects like The Shard. Her time there was immersive. She rotated through departments, contributed to real projects and gained hands-on experience that brought her studies to life.

Her talent didn't go unnoticed. "My manager saw my potential and encouraged me to apply for their apprenticeship scheme," Nyla-Rae recalls. "He even told me when applications opened and helped me prepare."

That support, combined with her technical grounding and practical experience, led Nyla-Rae to secure a Degree Apprenticeship in Construction Management with MACE, delivered in partnership with London South Bank University.



"The first year is like a transition - five days a week at university," she explains. "Then from the second year onwards, I'll be doing the full degree apprenticeship with MACE, working four days on-site and one day at LSBU. The university is really modern; you can tell it's designed to support students in every way."

Nyla-Rae's story is a real example of the power of LSBU Group's integrated pathway model:

- **South Bank Colleges** provided the technical foundation and industry exposure.
- **MACE** offered mentorship, real work experience and a direct route into employment.
- **LSBU** delivers the higher education component, enabling her to earn a degree while working.

This model - education aligned with employer needs, flexible progression routes and inclusive access - shows how LSBU Group is transforming lives in London. Nyla-Rae didn't just find a course. She is building a career.

PARTNERSHIPS

PEOPLE WANT TO PARTNER WITH US.

We will strengthen our partnership working as a Group – providing a go-to destination for employers' skills needs. Our expertise spans advanced skills areas which are increasing in importance, including: biomedical science, health, energy and green skills, AI and automation, advanced materials and sustainable construction. We have strong links which we will build on and scale – and we will increase larger-scale industry partnerships in areas closely matched to our teaching and/or research expertise.

We'll share our insight across and throughout the whole education and skills system in London so future students and those around them know what's possible.

How we will do this:

- Co-design a 'single front door' for employers and partners with a clear proposition on the advantage partnering with a connected Group brings.
- Work with small and medium business partners to provide scalable solutions, easing the barriers they collectively face in working with the education and skills system – alongside growing the number of larger-scale partnerships which can benefit all aspects of our work.
- Proactively showcase the power of our graduates to industry and the professions – engaging partners on the skills we must embed to keep our graduates work-ready, while securing guaranteed pathways into good jobs for future graduates.
- Collaborate with Schools, Colleges and local organisations across London to elevate awareness of professional and technical pathways to learners of all ages – ensuring clearer information, advice and guidance and utilising our expertise to develop teachers' and advisors' skills.
- Promote the benefit of professional and technical education globally through partnerships with aligned institutions – fostering broader communities with the same focus, sharing expertise, delivering learning together and widening opportunities for learners to engage in global experiences.
- Ensure our research and innovation deliver real-world impact, driving a dynamic local economy and delivered through robust partnerships.

Our NHS partnership – a world-leading approach to healthcare careers

Through its strategic alliance with the NHS, LSBU Group is proving that collaboration can unlock opportunity, simplify the skills system and deliver real impact.

As part of our commitment to being a go-to destination for employers' skills needs, we work with more than 60 NHS Trusts across London and the South East – aligning education and training with workforce demand to create inclusive, responsive pathways into healthcare careers and we had over 4,000 students enrolled on NHS courses in 2024/25.

This group-wide approach brings together secondary, further and higher education to form a seamless progression route for learners. We're creating a responsive, inclusive skills system that delivers for both employers and communities.

SBC offers tailored programmes that combine essential skills – English, maths and digital literacy – with hands-on healthcare training. These are designed to meet the NHS's evolving needs and remove barriers for learners from underrepresented backgrounds.



Students can progress to LSBU's College of Health and Life Sciences, which has advanced facilities and access to placements with prestigious organisations like King's College Hospital NHS Foundation Trust, the Royal College of Midwives and Great Ormond Street Hospital. The University also provides continuing professional development to current NHS staff, helping the workforce grow and thrive.

In partnership with the NHS, we've built a seamless educational journey that guides learners from entry-level qualifications through to postgraduate specialisation and continues to support their growth once they join the NHS workforce.

After moving to the UK, Thayse Gava struggled to find work due to a lack of local experience. That changed when she joined a Sector-based Work Academy Programme (SWAP) at Lambeth College – part of SBC – which offered targeted training and a guaranteed NHS interview.

"The SWAP programme helped me get where I am," she says. "It gave me the opportunity to show what I'm capable of."

After the six-week course, Thayse secured a Band 2 role at Guy's and St Thomas' NHS Foundation Trust. Her talents were quickly recognised. Within two months, Thayse was promoted to Band 5 Executive Assistant – a leap she describes as "a big step up".

Her journey shows how LSBU Group's partnerships are creating meaningful career pathways and supporting learners to grow and thrive.

"It was what I needed to enter the sector and build a career where I can develop myself and grow," Thayse adds.

STUDENT SUCCESS

LEARNERS ARE AT THE HEART OF EVERYTHING WE DO.

Throughout the Group, we will deliver teaching and learning of the highest quality, underpinned by rigorous academic standards and a culture of continuous enhancement, providing learners with consistently outstanding educational experiences and outcomes.

Our students come from diverse backgrounds and circumstances. We will increase consistency of student experience and outcomes by working with our students individually, through the Students' Union and other channels, to understand and meet their needs and priorities. By talking to learners about their education, progression and career goals, we will tailor their individual development and wellbeing support to give them the best chance of success.

We provide excellent professional and technical teaching and will be innovative in our pedagogic approach to ensure we deliver greater equality of opportunity and outcomes for our students. We will capitalise on our central London location, excellent links with employers and our alumni network to ensure all students gain employability skills and boost graduate progression to professional jobs. Our inclusive approach will be supported by a curriculum designed and delivered around our learners' lives and through the wider experience we offer – ensuring it remains relevant, impactful and cost-effective.

How we will do this:

- Work with learners, student leaders and their representatives to understand their needs and ensure education is accessible, supportive and delivers consistent, high-quality outcomes.
- Collaborate with employers and industry partners to provide purposeful work-based learning that develops the knowledge, skills and behaviours needed for employment now and in the future.
- Ensure all learners are equipped for careers that may evolve or require reinvention multiple times throughout their working lives.
- Strengthen our Personal Development Plan and coordinate learning across the Group to support individual growth, academic progress and pastoral needs.
- Design flexible, inclusive and future-focused curricula co-created with learners and employers to maximise relevance, quality and positive impact.
- Invest in pedagogical development and digital innovation to create adaptable, interactive environments where learners transition seamlessly between physical and digital spaces to flexibly engage with their education, deepen understanding and build critical thinking.

A supportive and empowering student experience at LSBU

A supportive and inclusive learning environment at LSBU helped Michelle Brown overcome personal challenges and achieve outstanding professional success.

Michelle began her legal studies in 2018, enrolling in the Postgraduate Diploma in Law (GDL) while balancing life as a single parent, living with a disability and coming from a marginalised background.

"I entered the world of law at the age of 35, fearful of the mistake I could be making in leaving behind everything I'd known," Michelle shared. But her fears quickly faded. "I began to experience the refreshing reality of LSBU. I was able to share and incorporate my differences and opinions, without the existence of a glass ceiling."

From the beginning, Michelle found she could be herself at LSBU. The University's Disability and Neurodiversity team created a personalised learning plan to support her studies, and her tutors were understanding and responsive. She felt heard and valued, which helped her thrive both academically and personally.

Michelle took part in LSBU's Legal Advice Clinic and Family Law Hub, gaining relevant experience by helping clients with legal issues. She also joined the Debate and Mooting Society, which built advocacy skills essential for her future career. These opportunities gave her practical knowledge and confidence, preparing her for the legal profession.

During the COVID-19 lockdown, LSBU quickly moved to online teaching and made sure students stayed connected and supported. Michelle graduated with a Commendation in 2020 and went on to complete the Bar Vocational Studies Course.



In 2023, she was called to the Bar of England and Wales and now works as a Presenting Officer, representing the Secretary of State in tribunal hearings.

Michelle says LSBU helped her grow in ways she never expected. The University encouraged her to think critically, build strong relationships and believe in her potential. She describes LSBU as *"a supportive community of diverse minds, continually evolving for the betterment of its students and staff."*

"My achievements today are largely due to the unwavering support and commitment of the staff at LSBU Law School and the University as a whole," she says.

Michelle's story is a powerful example of how LSBU puts students at the heart of everything it does, helping them succeed through personalised support, flexible learning and real-world experience.

LONDON



THE PLACE TO BE.

Our place, London, is an extraordinary asset. We occupy an unrivalled location in the UK's capital city – one of the best student cities in the world. London is the economic engine of the UK, a global hub for finance, culture, construction and innovation. What we do here is national and global by default.

We will embrace our city's connections to ensure our learners and partners benefit significantly from London's reach and maximise the competitive advantage of the skills, employability opportunities and more on our doorstep.

And we must continue to regard knowledge as a force for good, building new relationships and listening to local people and their communities so our teaching and research is tailored to benefit community, business and society and drives innovation acceleration across London and beyond.

How we will do this:

- Collaborate with the Greater London Authority and BusinessLDN on the development of the London Local Skills Improvement Plan, ensuring our provision reflects London's Skills needs and supports our learners into employment.
- Play a central role in delivering the London Inclusive Talent pipeline to benefit our learners and contribute to economic growth.
- Enrich our students' learning experience with real-world connections in our capital – utilising our connected location to ensure opportunities are accessible to our learners – whether with our small and medium enterprise partners in South London or larger partners a stone's throw away in the City.
- Extend opportunities for our learners to develop skills to the benefit of our communities – building upon the success of our Law Clinic, Business Solutions Centre and Energy advice initiatives and extending these to meet evolving local needs.
- Use our London location as a magnet for global talent who support skills needs in the capital and London's future growth.
- Ensure we focus our research, innovation and community engagement on the areas where we can deliver the most impact.

Supporting the retrofit revolution – green skills for a net-zero London

As London works towards net-zero, LSBU Group is playing a leading role in tackling the capital's green skills shortage.

Our retrofit skills programme showed how we're using our position in London to upskill the workforce. By connecting local people to future-focused careers we are supporting the city's sustainability ambitions.

The programme was delivered by South Bank Innovation and funded by the Greater London Authority. It brought together LSBU's Research and Innovation Services and South Bank Colleges to co-design practical, inclusive training for unemployed and economically inactive residents in south London.

At the heart of the programme was a simple goal: help people gain the skills and confidence to enter the green economy. LSBU's academic teams developed tasters and short courses, while London South Bank Technical College delivered hands-on retrofit training. Participants also received tailored employability support to help them take the next step.

The impact was clear:

- **173** residents joined the programme
- **103** received intensive information, advice and guidance to help them make informed decisions about their education, career or personal development
- **81** progressed into further training or education – most in green skills or retrofit

The programme also helped South Bank Colleges gain accreditation to deliver City & Guilds Level 2 Retrofit qualifications for the first time. This has expanded access to green skills training across the Group.

Our retrofit initiative was part of the wider LSBU Green Skills Hub, funded by the Mayor of London's Academies Programme. It's one of many ways we're helping London meet its climate goals, while opening up new career paths for local people.



PEOPLE AND CULTURE

BE THE BEST WE CAN BE.

Our community are proud of and motivated by our mission and we support them to be the best they can be, as individuals and teams. We will lead through clarity, compassion and inclusion and support people to adapt confidently and be at their best. We live our EPIIC values in everything we do, continuously improving and making sure our colleagues have the skills and access to development to deliver an excellent student experience and impact through their work.

Our inclusive workforce is our biggest resource, with our people our greatest asset. So, we must ensure our people are focused on the areas that deliver the most value to our mission. We can improve what we do by modernising our workforce model, strengthening our focus on the professionalism of our teaching workforce and sustaining research talent in areas of strength. We will continue to review and adapt our workforce to ensure our skills and employer-led courses are delivered in a way which meets evolving student needs and our students receive the right support.

Through greater clarity, simplified and consistent ways of working and a focus on our learning culture, we will empower our people to be ideators, challengers and problem solvers who see the priorities, seize the opportunities and continuously improve.

How we will do this:

- Develop a workforce that has the right blend of people, roles and skills we need for the future – ensuring we can have agility and flexibility.
- Enhance and value leadership and management capabilities which support us in shaping and embedding a high-performing culture.
- Champion healthy high performance – through celebrating success and a learning culture which rewards and recognises our people.
- Manage the ongoing evolution of that workforce, ensuring an inclusive and values-driven approach to adapt to different trends and ways of working.
- Facilitate rewarding career pathways and progression across the Group.



Feeling valued, making an impact

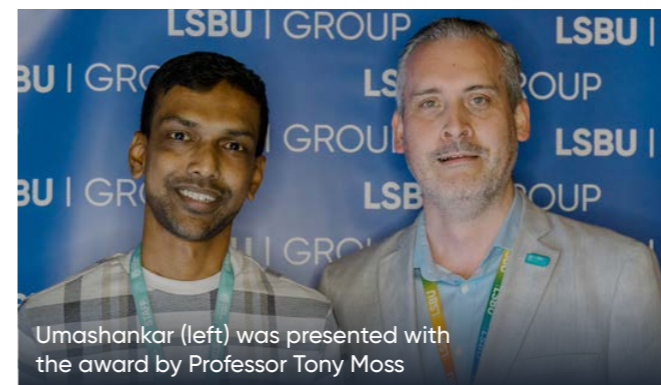
Winning the Excellence Award at the LSBU Group Staff Appreciation Awards in 2024 showed Salesforce Administrator Umashankar Uttathur the impact his work was having: *"It was surprising that out of all these people, I was selected. I felt really special,"* he says.

That sense of belonging didn't happen by chance. It grew from a culture where colleagues are trusted, supported and encouraged to innovate: *"I've always had very good managers...whatever I've needed, I've always got,"* Umashankar adds.

This gave him confidence to take initiative. When he started, Salesforce was a small pilot with 400 users. Today, it supports more than 2,200 users. *"The best part is when someone tells me how much what I've done has helped them,"* he says. *"That motivates me to go the extra mile."*

Today, multiple teams – from accommodation to mental health – benefit from automated processes that save time and improve student support.

Since winning the award, Umashankar has continued to look for ways to improve processes and free up time for staff. For him, the award wasn't the finish line. It was the start of asking: *"What else can I do?"* That mindset, supported by a culture that values people, is what keeps LSBU Group moving forward.



Umashankar (left) was presented with the award by Professor Tony Moss

Building inclusive leadership

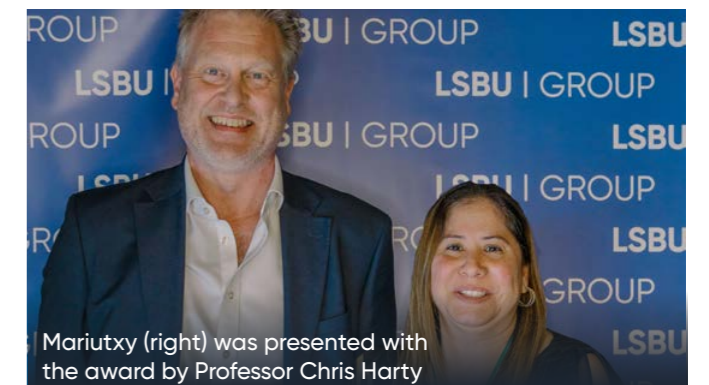
For Mariutxy Cadavid, Curriculum Head, Engineering and Science, at South Bank Colleges, leadership is about creating a culture where people feel supported to thrive.

Managing a team of 24 across two disciplines, she has worked hard to break down silos and foster collaboration. *"We are one team,"* she says – a principle that has shaped her approach to management and mentorship.

Her commitment to guiding others was recognised when she won Mentor of the Year in 2024. While the award was a proud moment, it also became a catalyst for growth: *"It made me more aware that as a manager I need to keep improving,"* she reflects.

That awareness led her to seek out advice from peers and adopt new practices to strengthen her leadership style. Continuous development is now central to Mariutxy's journey, and she is supported by LSBU Group's structure, which offers access to resources, training and networks across its institutions: *"It's 360° support,"* she says.

This collaborative environment enables her to refresh her skills and those of her team, ensuring they remain ready for future challenges. Meanwhile, her focus on inclusivity and recognition has helped shape a team that celebrates success together.



Mariutxy (right) was presented with the award by Professor Chris Harty



TECHNOLOGY IS THE FOUNDATION TO OUR PROGRESS.

From technology in communication, construction, engineering and energy to manufacturing, medical and media, it cuts across all aspects of our work. Its impact is felt on jobs and skills.

We will embrace technology and take the opportunities it offers. It must influence both what and how we teach and research, our engagement with industry and how we develop our workforce and business delivery. We will adopt a people-centred approach to technology and ensure our learners, colleagues and communities embrace the value it adds while adding insight and knowledge through its development.

We will seek to deliver more shared facilities, within and beyond the Group, for different communities to interact and engage with high-quality technical and employer-aligned spaces.

How we will do this:

- Adopt AI-driven automations and offer enhancements to our curricula and our Group processes, improving efficiency and effectiveness.
- Improve digital infrastructure to streamline operations and drive flexible, modern teaching spaces and labs with high-quality equipment for hands-on, virtual and computational learning and research.
- Enable digital systems, software and scalable computing to support emerging technologies such as simulation, cybersecurity, health tech, engineering, data analytics, synthetic biology and clean energy.
- Join up teams to take advantage of our innovative infrastructure and share and make the best use of our technology across the Group.
- Offer professional-grade environments for advanced skills training and collaboration, with easy access for partners, apprentices, researchers and learners.
- Create digital environments that support seamless collaboration across the Group and beyond.

Developing the world's first technology for modelling tsunamis

A partnership combining LSBU academic expertise is developing technology that will boost understanding of devastating tsunamis – and could help save millions of lives.

Over the past 25 years, tsunamis have killed 300,000 people and caused more than \$245 billion in damage. Rising sea levels due to climate change mean the threat is growing, putting 700 million coastal residents at risk.

Yet, despite their devastating impact, engineers and policymakers still lack the tools to fully understand and mitigate these disasters.

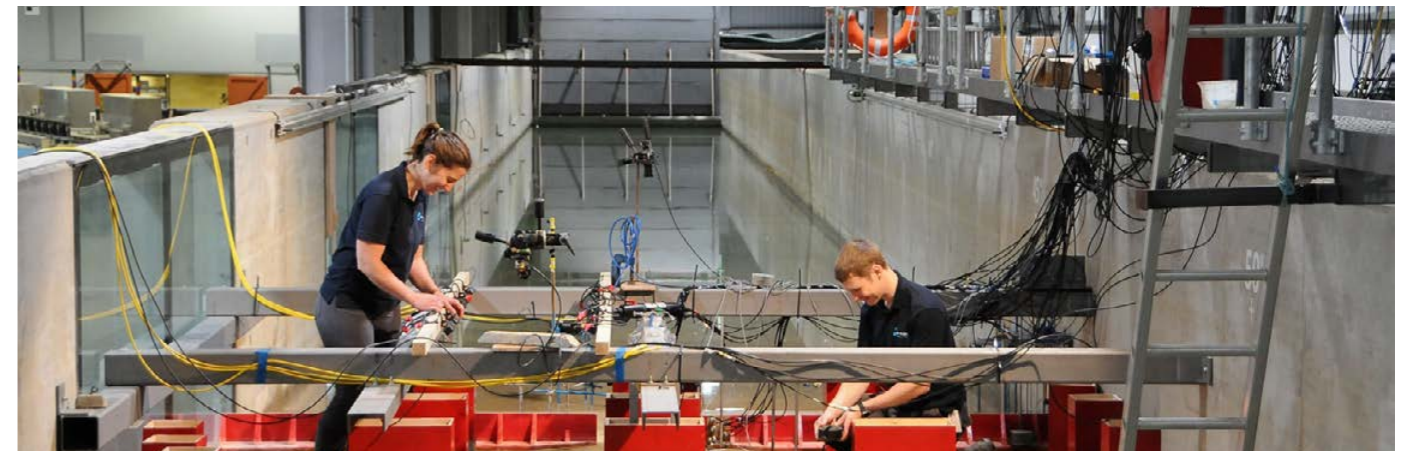
Expertise at LSBU is hoping to change that. Dr David McGovern and Dr Keith Adams from our School of Engineering and Design have spent two decades advancing tsunami engineering. Through the MAKEWAVES consortium, partnering with University College London and hydraulic engineering company HR Wallingford, they're tackling the biggest gap in global tsunami research: how to model the full impact of multiple incoming and outgoing waves.

In 2024, the team began developing the TsuTWin (Tsunami Twin Wave generation technology), the world's first technology for physically modelling 'wave trains' – the series of tsunami waves that devastate coastlines. This innovation will enable scientists and engineers to design better protection for people, buildings and critical infrastructure.

"Until now we have been limited to studying the first wave, which is often less than half the tsunami story," explains Dr Ian Chandler, Principal Engineer at HR Wallingford. *"TsuTWin will allow scientists and engineers to understand the rest."*

LSBU's pioneering work will deliver advanced modelling systems and design blueprints for the first facility capable of generating complex tsunami scenarios, filling a critical knowledge gap and helping safeguard millions of lives.

"TsuTWin will develop the advanced technology to fill that gap in understanding for scientists, engineers and policymakers," adds Dr McGovern. *"Ultimately, it's about protecting life and property."*



Credit: HR Wallingford

