Minutes of the STRATEGY AND PEOPLE COMMITTEE of the LONDON SOUTH BANK UNIVERSITY held on Thursday 02 April 2026, 4:00PM — 6:00PM online

Present:	
Dr Shona Brown	Independent Governor **(Chair)**
Rahi Alam	Student Governor
Helen Coleman	Independent Governor
Paul Hayes	Independent Governor
Paul Kett	Vice Chancellor and Group CEO

In attendance:	
Sherry Secker	Committee Secretary
Prof. Deborah Johnston	Deputy Vice Chancellor
Luke Howson (for item 7 only)	Head of Student Success

Apologies:
None

1. Welcome and apologies

The Chair opened the meeting, welcomed members and noted apologies. The Chair confirmed that the meeting was quorate.

2. Declarations of Interest

Members were invited to declare any interests relevant to the agenda. None were raised.

3. Approval: Previous minutes

The Committee reviewed the minutes of the previous meeting held on the 5 February 2026. No accuracy points were raised. The Committee **approved** the previous minutes.

4. Matters arising

The Committee reviewed the action log to ensure continuity of actions between meetings and agreed an approach whereby completed actions would be archived.

- Subject-level costings (PGT): Work to embed subject-level costing updates into routine cycles remains ongoing; members supported keeping this item visible.
- HPL utilisation data: It was reported that improved utilisation data for HPL contracts would be included in the next reporting cycle to the Committee.
- Internal audit “read across”: The Committee sought assurance that the internal audit plan adequately covers non-financial (education/quality) assurance themes as well as finance; examples discussed included audit work relating to regulatory “B conditions” and potential inclusion of student complaints.
- Recruitment materials wording: The Committee clarified that the request to circulate refreshed open day/recruitment materials was for contextual insight rather than formal assurance; governance wording should reflect this to avoid misinterpretation.

Action 4.1: SS: Amend wording of the prior action referring to recruitment/open day materials to reflect that the material is for information/insight rather than assurance

Action 4.2: SS: Circulate refreshed open day/recruitment materials to Committee members

5. Forthcoming Group KPI design and targets

The Committee considered the evolving set of strategic KPIs and the approach to baseline/target setting, including how KPIs would link to implementation plans and reporting cycles leading to Board consideration. The Committee noted:

- The Executive has adopted a theory-of-change approach to strengthen the link between KPIs and implementation plans across thematic areas, with further visibility expected at the Board strategy session.
- KPI development remains iterative, with planned milestones toward Board consideration (including a strategy day discussion and subsequent sign-off timeline).
- A research and enterprise KPI set has been added under the partnerships theme in response to previous Committee feedback; members emphasised that language should accurately reflect intent (specifically to rephase the language around research ‘partner funding’)
- Members queried whether adjustments to partnership/progression measures risk losing visibility of within group progression, while recognising the need to keep strategic KPIs at an appropriately high level. The Executive confirmed within group progression would continue to be tracked operationally and would be considered further for strategic reporting where appropriate.
- The Committee welcomed continued engagement and iterative refinement, noting the importance of reporting frequency and inclusion of leading indicators where possible.

The Committee discussed:

- KPI semantics and measurement integrity (ensuring definitions support intended strategic behaviours).
- Balancing strategic oversight with operational metrics (identifying which measures should sit at Board/Committee level versus business dashboards).

The Committee **received** the update and **endorsed** the continued iterative development approach, with feedback provided on KPI framing and language

Action 5.1: DJ>MG: Review and refine wording/definitions for the research and enterprise KPI

Action 5.2: DJ>MG: Consider whether and how to reflect within group progression appropriately within the strategic KPI framework

6. Academic and PSG Transformation

The Committee received a high-level update on academic and professional services transformation activity, including programme communications, consultation sequencing, and principal risks being managed. The Committee noted:

- Initial communications to staff regarding academic transformation plans had taken place; the Committee noted the importance of maintaining delivery continuity through the change period.
- The consultation process timetable and governance steps were outlined at a high level.

- The Committee discussed stakeholder communications, noting the risk of misinformation and the importance of timely, clear signposting to authoritative information (including FAQs), particularly for current students.
- The Committee also considered reputational and recruitment risks during the applicant decision period, and the Executive noted mitigations through positive conversion and marketing activity.
- For professional services transformation, the Committee noted delivery of recurrent savings to date and that further work was underway to address remaining cost pressures, including management structure review and non-pay spend.

The Committee discussed:

- Communication strategy for current students and applicants in periods of organisational change.
- Managing service continuity and student experience risk during transformation and potential disruption scenarios.

The Committee received the update and **noted** the mitigations described.

Action 6.1: Review and strengthen proactive communications/signposting for current students to reduce misinformation risk.

7. University Mental Health Charter

The Committee received an update on progress toward the University Mental Health Charter and discussed its alignment with staff and student wellbeing strategies, including the implications of the assessment outcome and how impact should be demonstrated. The Committee noted:

- The Charter's assessment outcome status as "award in progress" (pending formalisation), including the expected focus on meeting conditions within a defined period and alignment with existing wellbeing strategies.
- The role of a Personal Development Plan (PDP) approach was highlighted as an important mechanism for understanding student experience and targeting support; members noted the importance of consistent adoption and appropriate visibility of PDP as a leading indicator.
- The Committee discussed consistency of personal tutoring and staff confidence in escalation/referral routes, recognising this as a sector wide challenge and noting plans to embed inclusive practice further through curriculum adjacent approaches.
- Members explored the balance between the value of accreditation processes and the opportunity cost, emphasising the importance of focusing on demonstrable impact measures and simplifying delivery plans where possible.
- Predictive analytics and engagement data were referenced as enablers for identifying students who may benefit from early intervention, with the Committee noting the continued importance of human led support responses.

The Committee discussed:

- Alignment and integration between student and staff wellbeing strategies, including potential Group wide positioning over time.
- Impact measurement: ensuring visibility of outcomes (not only inputs/actions) across wellbeing initiatives.
- Leading indicators for student success and wellbeing (including PDP

completion/adoption).

The Committee **noted** progress and requested that future reporting emphasise impact measures and proportionate governance oversight.

Action 7.1: AM: Consider whether PDP completion/adoption should be elevated and/or presented as a clearer leading indicator within strategic reporting.

Action 7.2: In future updates, strengthen articulation of intended outcomes/impact measures for wellbeing strategies and Charter related work, including opportunities to simplify action plans and reporting.

8. Academic Workload – update on first year of AWP (2025–2026)

This item was deferred as the paper sponsor was unavailable and wished to present in person.

9. Items included for noting

The Committee received the Forward Work Plan.

There was no other business raised.

Date of next meeting: 30 June 2026, 16:00-18:00, Online

Confirmed as a true record: Shona Brown | 30 June 2026

(Chair | Date)

Consolidated Action Log (All actions)

#	Agenda heading	Action summary	Full action description	Owner	Due date
4.1	Matters arising	Clarify governance wording	Amend wording of the prior action re recruitment/open day materials to show it is for information/insight rather than assurance; ensure governance clarity in the action log.	Governance (Sherry Secker)	Next meeting
4.2	Matters arising	Share refreshed recruitment materials	Circulate refreshed open day/recruitment materials to members (for information / insight).	Executive lead for recruitment/marketing (via Paul Kett)	Next meeting
5.1	Group KPI design and targets	Refine research KPI wording	Review and refine wording/definitions for the research & enterprise KPI to reflect leadership and external funding accurately.	Deborah Johnston	Group Strategy Day 14 May
5.2	Group KPI design and targets	Consider within-group progression framing	Consider whether/how to reflect within-group progression appropriately within strategic KPI framework or leading indicators.	Deborah Johnston / Paul Kett	Group Strategy Day 14 May
6.1	Academic and PSG Transformation	Strengthen student communications	Review and strengthen proactive communications/signposting for current students to reduce misinformation risk, including use of central FAQs and targeted messaging.	Paul Kett / Executive communications lead	Next meeting
7.1	University Mental Health Charter	PDP visibility in strategic reporting	Consider elevating PDP completion/adoption and/or presenting it as a clearer leading indicator in strategic reporting, without drifting into operational detail.	Deborah Johnston / Paul Kett	Next meeting
7.2	University Mental Health Charter	Impact measures & simplification	Strengthen articulation of outcomes/impact measures for wellbeing strategies and Charter work, including opportunities to simplify action plans and reporting.	Deborah Johnston / Luke Howson	Next meeting

Sherry: Group KPIs to come to the May GSD and July Board meeting – check it’s on the FWP / agenda.

Sherry: KPI reporting deliverables will be twice a year on the implementation plans – update KPIs on a regular basis at this meeting. Check how this aligns with the FWP. Confirm details with Deborah.