Minutes of the STRATEGY AND PEOPLE COMMITTEE of the LONDON SOUTH BANK UNIVERSITY held on Tuesday 30 June 2026, 4:00PM — 6:00PM online

Present:	
Dr Shona Brown	Independent Governor **(Chair)**
Paul Hayes	Independent Governor
Paul Kett	Vice Chancellor and Group CEO
In attendance:	
Samuel Curtis	Group Company Secretary
Andreas Raffel (observing)	Chair of LSBU Board
Alexandra Bush	Chief People and Legal Officer
Tara Dean	Provost
Charlotte Adams	Senior Governance Administrator
Rodney Day (for item 5 only)	Group Executive Director and Pro Vice-Chancellor – Research, Innovation and Global
Apologies:	
Rahi Alam	Student Governor
Helen Coleman	Independent Governor

1. Welcome and apologies

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

The Committee noted recent changes in executive responsibilities, including that Simon Cruickshank had taken on a dual role as CFO and COO, with oversight of strategy and performance, and that people and culture matters now reported through that portfolio.

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 2 April 2026.

The Committee **approved** the previous minutes.

4. Matters arising

The Committee reviewed the action log noting actions are either on the agenda for this meeting or have been picked up from the last meeting:

- The Group Company Secretary confirmed that the wording relating to recruitment and open day materials had been clarified and would be circulated following the meeting
- The Committee noted that actions relating to the PPE evaluation and the University Mental Health Charter could be closed. Paul Kett confirmed that the PPE evaluation had

been completed, and that recommendations arising from the Charter review were being implemented as part of wider wellbeing activity.

5. Student Incident Update

The Committee received a report on the institutional review following the death of a student on campus in March 2026. The Committee noted that the response had been compassionate, values-led and well led, while also identifying areas for improvement in escalation, data governance, role clarity, protocol accessibility and staff support.

The Committee discussed the proposed revised Student Death Response Framework and noted that it would support clearer roles, more accessible protocols, practical checklists and a more consistent approach to future incidents, including serious injury or illness.

Members discussed whether relevant learning should be considered across the wider Group. The Committee noted the differing operating and safeguarding contexts across LSBU, South Bank Colleges and South Bank Academies, while agreeing that shared learning should be explored where appropriate.

The Committee **endorsed** the 16 recommendations and **approved** the development of a revised Student Death Response Framework for implementation in 2026/27.

Action: Rodney Day to provide a six-month assurance update to the successor committee or relevant alternative.

6. Academic Workload

The Committee received an update on the first year of the Academic Workload Planning Framework and WAMS. The Committee noted that the Framework had improved transparency and consistency in workload allocation and had provided better institutional oversight of academic resource.

The Committee noted that further work was underway to align the workload model with the new Teaching and Research, and Teaching and Scholarly role structures, supported by standardised role descriptors and updated tariffs for 2026/27.

The Committee discussed:

- the balance between teaching, research, administration, leadership and citizenship;
- the need to reduce administrative burden where possible;
- support for staff adapting to new workload expectations;
- continuing engagement with trade unions, particularly on preparation time;
- contractual inconsistencies between 35-hour and 37.5-hour baselines, to be addressed through Academic Transformation.

7. Academic Transformation Update

The Committee received a verbal update on Academic Transformation. It noted that consultation had closed at the end of May 2026, the outcome report had been published in June, and implementation activity was underway.

The Committee noted progress with Teaching and Research selection panels, reconsideration requests, and the forthcoming Teaching and Scholarly application process. It

also noted the support provided to staff through webinars and local sessions.

The Committee discussed industrial action and action of strike. It noted that recent exam boards and open day activity had not been materially affected, and that mitigations were in place for forthcoming events.

Members discussed digital picketing, external stakeholder communications and the UCU vote of no confidence. The Committee noted the importance of managing communications carefully and agreed that legal and communications advice should inform the institutional response. It was noted that Andreas Raffel had sought guidance from the Executive team on potential engagement with UCU, and that no further action was required at this stage.

8. Strategic People and Culture Report, including roadmap

The Committee received the Workforce KPIs and People and Culture Strategy update. It noted reductions in headcount and FTE, reflecting recruitment controls and restructuring activity, including PSG Transformation and Academic Transformation.

The Committee also noted:

- Mandatory training compliance above target;
- Sickness absence below benchmark;
- Reduced turnover;
- Ongoing work on leadership, workforce capability, induction, wellbeing and apprenticeship levy use;
- Development of the EDI Roadmap and forthcoming Group-wide Reasonable Adjustments Policy.

The Committee discussed short-term organisational risks, including staff engagement, retention and progression. It noted the importance of continued focus on talent management, reward and recognition, and staff support through transition.

9. Annual EDI Pay Gap Reports

The Committee received the Annual EDI Pay Gap Reports. It noted that pay gap reporting reflected workforce distribution and representation, rather than equal pay, which was subject to separate assurance.

The Committee noted the reported gender, ethnicity and disability pay gaps for LSBU and South Bank Colleges, with ethnicity pay gaps identified as a key area for attention. Members also noted the importance of senior representation, recruitment conversion, disability disclosure and delivery of the EDI Roadmap.

The Committee discussed planned activity to support improvement, including recruitment audit work, minimum equality standards for external recruitment agencies and targeted support for ethnic minority staff progression.

10. Student Retention Update

The Committee received the report on undergraduate first-sit module pass rates, withdrawals and interruptions, and achievement data for South Bank Colleges, South Bank Academies and South Bank University Sixth Form.

The Committee noted:

- A slight decline in undergraduate first-sit module pass rates to 78.7%, while remaining the second highest result in the reported period;
- Variation by College and School, including a decline in Nursing and Midwifery and lower overall performance in Technology and Environment;
- Improved International CAS student outcomes, with this group now outperforming Home students;
- Broadly stable withdrawal and interruption rates compared with 2024/25, with CPS reporting the highest rate;
- Positive achievement data across SBC and SBA, including improvement in SBC apprenticeships.

The Committee noted that the data was broadly reassuring, with a fuller picture to follow once Semester 2 results were confirmed.

11. Proposed Terms of Reference

The Committee received a verbal update on the proposed Terms of Reference for the new Group People and Culture Committee. It noted that the proposed committee would operate as a joint sub-committee across LSBU, SBC and SBA from 1 September 2026, subject to approval at Board level.

The Committee noted that the remit would include workforce, culture, organisational development, staff wellbeing, EDI and people-related risk. It was confirmed that formal approval was not being sought at this meeting.

The Committee discussed the need for clarity on the wider governance structure before the Terms of Reference and Forward Work Plan for the new Committee could be finalised. It was noted that members would need to understand the broader committee framework, including the allocation of responsibilities across the new governance structure, to ensure that the remit and workplan were appropriately aligned and did not duplicate the work of other committees.

Action: Governance Office to develop the Terms of Reference and Forward Work Plan for the new Committee once the wider governance structure and allocation of responsibilities across committees has been confirmed.

12. Any other Business

No other business was raised.

Confirmed as a true record: Shona Brown | 8 October 2026

(Chair | Date)