

Key Target Impact Measures

Active engagement with partners, innovations and opportunities

- The Group remains an engaged and influential collaborator within national, regional and sub-regional partnerships
- The number of employer contacts used by the Group increases by at least 20%
- The Group wins significant contestable bids, either in partnership or alone

A review of our curriculum, with paths to growth and innovation identified

- Opportunities for growth are clearly identified and new curriculum initiatives are planned, to include full delivery of the Group's AEB allocation and the expansion of ALS and places for HNS
- Student numbers grow or remain level across the life of the plan and curriculum income is sustained
- New approaches to programme delivery are introduced to enhance and extend learning
- The curriculum is fully assessed against local and regional need and gaps in provision are eliminated

Good or better financial health combined with substantial investment in our buildings

- The Group achieves good financial health in the year 2018-19 and sustains or improves on this grade
- The Group has positive cashflow by 2021
- Cash reserves are consistently above £7.5M
- Borrowings reduce
- The amount of surplus space occupied by the Group reduces by 30% or more
- The value of disposals meets or exceeds the targets set in the Accommodation strategy and annual revenue savings are achieved
- The improvement programme for Kingston Hall Road is underway

Curriculum Intent

- Secure equal access for students from all backgrounds
- Ensure structured and ambitious learning towards successful attainment of meaningful qualifications
- Develop capable people, able to adapt, progress and continue to learn into the future
- Sustain a line of sight on employment and its requisite skills across a broad range of vocations



STCG Strategy 2019-2021

Mission

To ensure all our students and partners succeed and progress, making their prospects better.

Vision

South Thames Colleges Group will be an exceptional Further and Higher Education provider, leading our sector in London and beyond.

We will do this by excelling at what we do every day: delivering great outcomes for young people and adults of all backgrounds and abilities to make sure their life chances are improved. This will require exemplary teaching, learning and support, close partnership across the region and very well-managed resources with sustainable finances.

We will base our work around our commitment to public service and all the values that come with it.

We will make sure that people from all walks of life and all ability levels are welcome here and can thrive. We expect them all to commit to their learning, to achieve and then progress to the future of their choice. We will provide great resources, teaching and support to help them to do so.

We will act as an effective partner, working with our stakeholders across South London to help them flourish, developing their work and expanding their businesses with us alongside them. We will engage with opportunities to grow, nationally, regionally and in our local neighbourhoods.

And we will commit to high standards of employment practice, working closely with our colleagues to improve and develop the organisation, promoting wellbeing while we strengthen the Group's performance.

Six key targets

We will measure this success of this strategy over its three-year life-span. By the end of 2021, we will have achieved:

1. Consistently good or better outcomes across the Group
2. A proactive approach to wellbeing for staff and students
3. Effective and comprehensive support for students' development and progression
4. Active engagement with partners, innovations and opportunities
5. A review of our curriculum, with paths to growth and innovation identified
6. Good or better financial health combined with substantial investment in our buildings

Key Target Impact Measures

Consistently good or better outcomes across the Group

- Student outcomes are in the top quartile nationally for Study programmes, English and Maths, Adult provision, Apprenticeships and High Needs Students by Autumn 2019 and continue to improve in all Colleges through to 2021
- Student outcomes for Higher Education programmes are better than the national average and the Group is rated Silver or better in the Teaching Excellence Framework by Summer 2021
- Value-added scores improve in each of the three years
- Attendance rates and positive destinations are either already good or improving in each of the three years and in each of the Colleges

A proactive approach to wellbeing for staff and students

- Workplace wellbeing scores remain stable or improve in each of the three years of the strategy
- The increase in student mental health referrals slows or stabilises over the three years
- Staff sickness levels reduce to a consistent level that is lower than the national average across the Group

Effective and comprehensive support for students' development and progression

- Student satisfaction levels with safety, tutorial and support provision are above 90% in all Colleges in all years
- Work experience activities expand in line with government policy and are consistently good or better in their quality
- A substantial range of sport, enrichment and tutorial activities are available at each College in all years
- Positive destination rates are above 90% in all Colleges in all years