

SOUTHWARK
COLLEGE



OUR
STRATEGY
TOWARDS
2030



southwark.ac.uk

WELCOME



OUR STRATEGY TO 2030

The Country as a whole is facing significant demographic and skills shortages. Southwark College is in a great position to play a pivotal role in meeting these challenges. There is a clear mismatch between the supply and demand for skills locally.

Many employers in the area are struggling with skills shortages and many employers are dependent on a European workforce which may change post Brexit.

As the fourth industrial revolution unfolds, a range of new technologies will fuse the physical, digital and biological worlds, impacting on all disciplines and the way we work.

The Institute of Directors noted tightening labour market with record number of people in work and lowest number of job seekers in over a decade. In the short term, Covid 19 will have an impact.

Southwark College will play a key part in the Borough's Strategy 'Local Jobs for Local People'. More than 90% of the Southwark workforce live outside of the Borough and more than 70% live outside of London. London has some of the top universities in the world and a larger proportion of UK population have Degree qualifications.

However, many employers report significant skills shortages in technical areas, which will be compounded over the next 20 years as an increasing population reach retirement age. This is particularly the case for STEM, Digital Construction and Hospitality. Together with NCG and our partners we will create the workforce of the future and develop the skills that our local community needs to be successful in a post Covid-19 and Brexit market.

By focusing on enhancing our reputation for being a leading provider the skills training demanded by employers we will equip our students with the employment skills needed to meet their career aspirations.



Annette Cast
Principal





Southwark College is an essential part of the Community's landscape and I am proud to be the Chair of Governors.

The partnership of the College, NCG and key stakeholders will create outstanding opportunities for individuals, organisations and businesses in the local community and continue to provide excellent curriculum that will enable those in the Southwark borough to enter the skilled job market, retrain or enhance their prospects.

We don't yet know the full impact of Covid-19 and Brexit in London but Southwark College is in an excellent position to support a skills-led recovery and make a real difference to the wellbeing and future prosperity of the community it serves.

Kim Caplin

Chair of College Board



Southwark College is strategically placed to help underpin each learner's journey to success and future growth.

The College offers a dynamic and purposeful educational experience with access to modern facilities and an array of amenities and organisations that lie in the heart of the Capital.

Further Education has never been needed more or been better placed to answer the needs of our emerging workforce. Part of NCG Group, Southwark College offers high-quality education and training across a variety of sectors to prepare students to get ready for their future and reach their goals.

Liz Bromley

Chief Executive Officer at NCG



SOUTHWARK COLLEGE IS PART OF NCG

With a nationwide network of colleges and over 2,000 colleagues, NCG works with thousands of learners and businesses every year, regionally and nationally, to help them reach their full potential and build a talented workforce through high quality education and training. NCG are also one of the largest not for profit training groups in the UK.

We have a clear mission – Enabling social mobility and economic prosperity through exceptional education – and we do this through the work of our colleges and training providers.

NCG operates seven colleges:

- Carlisle College
- Kidderminster College
- Lewisham College
- Southwark College
- Newcastle College
- Newcastle Sixth Form College
- West Lancashire College

Creating and developing partnerships that bridge education and business is a vital area of work for our colleges. We offer a wide range of training programmes, from workforce development to supporting job seekers, apprenticeships to work place learning. We work with government, employers and partners to help thousands of people every year start or develop a career.

These collaborations are key to our success in supporting employers who want to invest in their workforce, or industry sectors that have major skills gaps and need specific training and skills to ensure future growth. NCG colleges offer a wide range of vocational Further Education and Higher Education courses and training programmes, including apprenticeships, employability and work place learning. NCG is also the first Further Education institution in the UK ever to be awarded Taught Degree Awarding Powers (TDAP), enabling us to develop and award our own Honours and Masters degrees.

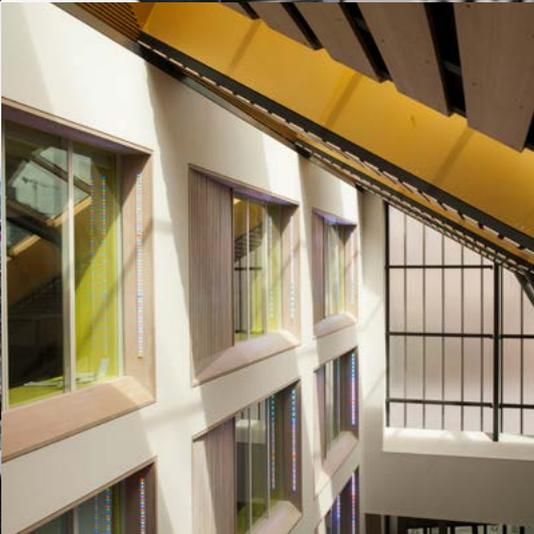


LEWISHAM
COLLEGE



SOUTHWARK
COLLEGE







NCG'S MISSION

**Enabling social mobility and
economic prosperity through
exceptional education.**

Our College has people at the centre of its thinking and actions. The strategy focusses on how we can positively impact on people, the quality of our services and how we are positioned to fulfil our mission. Enabling social mobility and economic prosperity through exceptional education, a mission which underpins everything we do as an organisation.



“

I always knew I wanted to perform but going to Southwark College introduced me to a variety of new dance styles and improved my skills so that I was ready to take up my place at the Institute of the Arts in Barcelona to study Musical Theatre.

**Shanara Edwards,
Dance Student,
Southwark College.**

NCG'S VALUES

We value and empower people by:

Being both **inclusive** and **diverse**



Trusting and **respecting**
our communities



Taking **ownership** whilst
working **collaboratively**



Inspiring **excellence** and **curiosity**



“

I would recommend this course as it prepares you for the music industry with a realistic hands-on approach. Definitely a confidence builder. My high point so far is my growing confidence. I've enjoyed working and performing with my fellow classmates/musicians.

**Louise Carney,
HE Music Student,
Southwark College.**



“

I am a Student Ambassador which I like doing as I can use my customer service skills to help visitors in a kind and polite way. I am also the course rep in my class, which gives me another opportunity to help people, which in turn helps myself.

**Reginald Sarpong,
Course Rep and
Biology student,
Southwark College.**

STUDENT
STUDENT
STUDENT
STUDENT

NCG'S STRATEGIC PILLARS

VISION

To be the UK's leading college group recognised for our local impact, national influence and reach.



QUALITY

Exceptional teaching, learner experience and outcomes



CURRICULUM

Innovative, relevant courses and qualifications



PEOPLE

Ambitious and responsible educators and leaders



FACILITIES

Outstanding digital and physical learning environments



FINANCE

Financial sustainability powering reinvestment



REACH

Impactful external engagement and civic commitment

MISSION

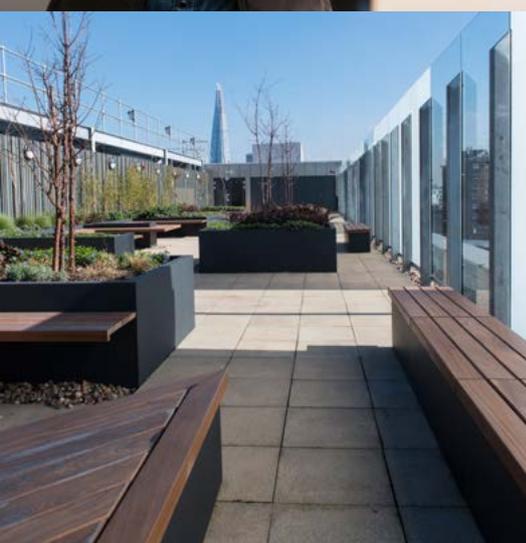
Enabling social mobility and economic prosperity through exceptional education.



OUR VISION

To develop the skills and talents of our students to succeed in modern enterprise and make a positive contribution to the prosperity of our region.

We will, by doing so, **develop the talent for our region** and enable NCG to become the UK's leading College Group.



OUR COMMITMENT

Southwark College places its students at heart of all College activities.

We have high expectations and ambitions for all our students, we want our students to achieve their potential.

We are supporting staff to deliver high quality learning experiences. Our success is based on our staff, we believe in a one team ethos.

We are creating an innovative environment where staff and students are not afraid to challenge and are able to develop their skills.

OUR STRATEGIC GOALS

- 1 Exceptional teaching, learner experience and outcomes
- 2 Innovative, relevant courses and qualifications
- 3 Ambitious and responsible educators and leaders
- 4 Outstanding digital and physical learning environments
- 5 Financial sustainability powering reinvestment
- 6 Impactful external engagement and civic commitment





OUR STRATEGIC OBJECTIVES 2020 – 2030

TO CONTINUE TO BE FINANCIALLY VIABLE AND TO REGULARLY INVEST FOR GROWTH AND SUSTAINABILITY, DELIVERING OUTSTANDING CURRICULUM AND LEARNING EXPERIENCES

1

- Southwark College has struggled for many years to be financially viable. Being part of NCG provides a platform for the College to grow and be successful
- To deliver a demand-led curriculum that meets the needs of the local community
- To develop excellent and meaningful collaborations that create effective alliances and federation models
- To work with local schools to ensure a seamless transition from level 1 through to level 7 or employment for all our learners
- To develop learners who will drive economic prosperity in the communities we serve
- To develop a robust commercial income strand to support growth.

This objective supports NCG Strategic Goal 5



“

It's all been really new to me, I've really enjoyed the experience. I've learnt that time management is key to working in fashion. I also think I'm a lot more sociable now. Before I always found it hard talking to new people, but since college I'm a lot more confident.

Zedeesha James,
Fashion Student,
Southwark College.

2

TO ENSURE THAT LEARNERS HAVE EMPLOYABILITY AND WORK-READY SKILLS

- To equip learners to be creative participators, critical thinkers and self-disciplined organisers
- To embed the NCG Guarantee
- To encourage our learners to be reflective achievers, influential communicators and resilient problem solvers
- To encourage ethical leaders of the future who are digitally proficient and culturally intelligent
- To enable learners to fully engage with the opportunities the London environment presents and the benefits of the wider NCG group.
- To develop systematic engagement with employers to meet employer needs and maximise progression into employment
- To establish an Employers Forum with a minimum of five local employers
- To continue to develop the widening participation agenda.

This objective supports NCG Strategic Goal 2

3

TO BE IN THE FOREFRONT OF THE LOCAL COMMUNITY BY BEING DIGITALLY PROFICIENT AND ABLE TO SUCCESSFULLY MOVE INTO THE FOURTH INDUSTRIAL REVOLUTION

- The College will add value to the social, economic and physical well-being of the community it serves by creating learning that is demand-led and recognised by industry
- To work with the Southwark Borough in their development of their Digital Strategy
- To provide industry-led provision in varying modes of delivery
- To ensure our learners have the employability and digital skills needed to enable them to thrive in a frequently changing employment landscape
- To eradicate digital poverty by enabling all our learners to obtain digital skills.

This objective supports NCG Strategic Goals 2 and 4



“

The college is great: all the teachers and staff give you the space to figure things out on your own. As part of the course, you get the chance to play different roles within the it industry like project manager and system analyst which is a great way to learn how to use the skills you've learnt.

Jack Jackson,
IT Student,
Southwark College.

4

TO SUPPORT SOUTHWARK BOROUGH IN ITS STRATEGY “LOCAL JOBS FOR LOCAL PEOPLE”

- To achieve equality of access to participation and attainment
- To promote opportunities of those who are disadvantaged
- To increase and promote social mobility
- To achieve equality of access to academic and vocational progression
- To connect our community in a safe environment, supporting health and wellbeing
- To co-produce with industry, a ground-breaking skills gap solution for a changing world
- To be recognised as a beacon for equality and diversity in the sector
- To increase employment opportunities for local people into local jobs.

This objective supports NCG Strategic Goals 2 and 3

5

TO ATTRACT AND RETAIN TALENTED STAFF IN ONE OF THE MOST COMPETITIVE EMPLOYMENT MARKETS IN THE COUNTRY

- To work with NCG's Leadership Hub to deliver outstanding FE Leaders
- To become a first-choice employer, creating clear career pathways and internal promotion opportunities
- Southwark College will continue to drive the importance of FE as a first-choice career developing pathways and trainee schemes, including trainee lecturers, and management training programmes for non-managers
- To develop staff secondments and work placements within and outside the College and across NCG
- To promote Equality and Diversity in everything we do
- To develop a clear recruitment strategy to ensure the staff body reflects the student body
- To aspire career goals for all our staff
- To encourage BAME staff into management roles.

This objective supports NCG Strategic Goal 3



“

The programme is hard work, but I'm up for it. The teaching here is inspiring, passionate and dedicated. It's a really friendly environment and I'm not going to top-up my degree after this, as I feel I'll have enough skills on my cv and I want to get working again.

Max King,
Performing Arts Student,
Southwark College.

6

TO PROVIDE AN OUTSTANDING LEARNER EXPERIENCE

- To develop and position a professional Business School offer
- To improve internal progression with higher levels of study
- To develop a professional suite of courses using NCG Degree Awarding Powers
- To develop a clear employment strategy identifying skills needs
- To increase the 16-18 market share
- To work with Lewisham College to develop complementary curriculum and clear strands not in direct competition
- To develop a centre of excellence for Access provision
- To drive ambitious student-centred quality teaching and learning.

This objective supports NCG Strategic Goal 3

7

EQUALITY AND DIVERSITY

- To continue to reflect Equality, Diversity and Inclusion in all areas of the College
- To continue to stand together as a community with our black staff and students in condemning racism and our total support of Black Lives Matter
- We will tackle inequality; our staff and student voice will be firmly in the heart of our decision making and we challenge ourselves to think and act differently
- We will provide safe forums for our black students and staff to share their life experiences
- To develop cohesive provision, support and an inclusive learning environment that enables learners with special educational needs and disabilities to fully access learning opportunities and achieve their potential
- To ensure effective careers guidance contributes to raising aspirations for all our learners, improving motivation and overcoming barriers to success
- To provide a model of careers guidance that meets the needs of all of our students
- To provide strong leadership and governance to support staff and the student body.

This objective supports NCG Strategic Goal 6



“

Having these qualifications has opened many doors. I will be using all the skills I have gained during my apprenticeship to develop and grow in a new career.

Zahia Payne,
Business Student,
Southwark College.

8

BE THE CHANGE FOR CLIMATE EMERGENCY

- To continue to ensure that Southwark College is committed to tackling climate change
- To ensure that new curriculum integrates discussion of climate change issues
- In line with government commitment to reduce greenhouse gas emissions, the College will reduce by 80% by 2030
- To reduce our Carbon Footprint by investing in greener energy
- To improve our waste and recycling processes
- To immediately end the sale of water in non-reusable bottles
- To reduce other non-recyclable plastics by 60% over 3 years
- To ensure that discussion of climate change is embedded throughout the Study Programmes
- To promote discussion and debate in staff and student focus groups
- To develop new curriculum and be in forefront of NCG's strategy
- To be committed to the FE Climate Change Strategy.

This objective supports NCG Strategic Goal 6



“

Having done a year of sixth form studying three subjects I wasn't interested in, coming here and studying music was a really good opportunity. It was two years when I could learn something I loved. I started to see life afterwards and realised there was a bigger picture. The course really served its purpose well.

Stephen MacLellan,
Music Student,
Southwark College.

OUR STRATEGIC OBJECTIVES AND KPIs

Objective	KPI	Current Value	2022	2025	2030
1: To continue to be financially viable and to regularly invest for growth and sustainability, delivering outstanding curriculum and learning experiences	EBITDA	15%	18%	18%	18%
	Pay to income ratio	60%	58%	58%	58%
	To increase commercial income	800k	1.2m	1.6m	2m
2. To ensure that learners have employability and work-ready skills	Learner sustained positive destinations	67%	88%	90%	95%
	Proportion of learners progressing internally and externally	72%	85%	90%	95%

Objective	KPI	Current Value	2022	2025	2030
3. To be in the forefront of the local community by being digitally proficient and able to move into the fourth industrial revolution	Proportion of learners accessing our digital classrooms	80%	90%	95%	100%
	20% of online delivery for all full level 2 and 3 qualifications	5%	10%	15%	20%
	All teaching staff to have advanced digital literacy skills	50%	90%	95%	100%
4. To support Southwark Borough in its strategy “Local Jobs for Local People”	Number of SEND learners entering into employment	N/A	10%	12%	15%
	To reduce the BAME attainment gap to less than 5% below College achievement rate	5%	4%	2%	0%
	To increase number of Southwark residents studying at the College	N/A	5%	10%	15%
5. To attract, retain and reward talented staff in one of the most competitive employment markets in the Country	Develop and implement staff secondment and work placements within and outside the College and across NCG	0%	75%	90%	100%
	Develop a clear recruitment strategy to ensure staff body reflects student body.	60%	75%	85%	90%
	Implement a management development programme for BAME staff	N/A	20%	30%	50%
	Colleague engagement (BCG Trust Index Score)	N/A	75%	80%	85%
	All teaching staff to have at least a level 2 Qualification in maths and English	75%	95%	100%	100%

Objective	KPI	Current Value	2022	2025	2030
6. To provide an outstanding learner experience	To increase the delivery of industry endorsed programmes	N/A	50%	80%	100%
	To develop a professional suite using NCG Degree Awarding Powers	N/A	25%	60%	100%
	To develop a centre of excellence for Access provision	N/A	35%	70%	100%
7. Equality and Diversity	To reduce the BAME attainment gap to less than 5% below the College achievement rate	5%	4%	2%	0%
	To achieve Investors in Diversity	N/A	100%	100%	100%
8. Be the change for Climate Emergency	Reduce non-recyclable plastics	20%	50%	65%	65%
	Reduce greenhouse gas emissions	20%	25%	50%	60%
	Reduce our Carbon Footprint	5%	15%	30%	50%



Southwark College
25 The Cut
London
SE1 8LF

Tel: +44 (0) 3757 4000
info@southwark.ac.uk

www.southwark.ac.uk

NCG
Rye Hill House
Scotswood Road
Newcastle upon Tyne
NE4 7SA

Tel: +44 (0) 191 200 4000
Fax: +44 (0) 191 200 4517

www.ncgrp.co.uk

VISIT OUR WEBSITES

www.carlisle.ac.uk
www.kidderminster.ac.uk
www.lewisham.ac.uk
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