



NEWHAM COLLEGE STRATEGIC PLAN 2022 – 2027



This document sets out the strategic direction for Newham College over the next 5 years, and the commitments we aim to deliver, and against which we will measure our performance.

We have come a long way since our last corporate plan.

Key achievements include:

- Repurposing the curriculum, with more students studying at higher levels, and doing better in their studies each year. We are officially the top performing FE college in London, measured by achievement rates¹.
- Collaborating with Queen Mary University of London, we led the successful bid to create the London City Institute of Technology, offering high level pathways into high salary jobs themed around the skills needed to make a complex city work – transportation, infrastructure, digital, energy and green tech.
- We have opened the Barts Health Futures hub at our Stratford Campus, a collaboration with Barts NHS Trust, the largest employer in East London, to make more high-quality healthcare jobs accessible to local people.
- We have navigated a challenging financial period, starting a programme of investments whilst restoring good financial health.

We recognise we can do more to achieve our goal of developing the confidence, skills and behaviours that lead to enriched lives and careers.

Over the course of this plan, we will:

- Step up to address a challenging economic outlook; the impact of Covid-19; and the long standing inequalities that, left unchecked, limit the life chances and economic reach of the citizens of Newham and East London.
- Address historical challenges, including underinvestment in facilities and technology, and to transform the College's historical reputation as an entry level training provider.
- Step up to the government's levelling up challenge, further bridging the gap between the educational and skills levels of communities who have traditionally experienced high levels of deprivation and the higher levels of skills that will be required in the future by employers in key economic sectors.

A great college provides exceptional teaching and opportunities to its students; offers the best environment for its staff to develop their professional skills, and take pride in their work; and creates confidence in funders, stakeholders and employers that public funding delivers high quality outputs.

In setting this strategic plan, we have consulted with these key stakeholder groups whose current and evolving experience of the College will determine how well we meet and exceed our demanding plans. Whilst the detailed strategies of engagement will vary for each key group, there are some common principles that unite all stakeholders: building trust and engagement; building our reputation for consistent and reliably outstanding results; and engendering a sense of pride in what we can achieve together.

¹ National Achievement Rates Tables (NARTS) – DfE March 2020 – the latest available comparative data

STUDENTS



We aim to be recognised and trusted as the best place to enjoy a positive learning experience whilst developing the skills needed for fulfilling lives and great careers.

STAFF



We aim to be recognised and trusted as the best place to work in London FE, backed by a commitment to create an engaged, inclusive workforce with a can-do culture.

FUNDERS & STAKEHOLDERS



We aim to be recognised and trusted as the most reliable college in London for delivery and transparency.

EMPLOYERS



We aim to be recognised and trusted as a key source of human talent, helping businesses and the staff they recruit and upskill to thrive.

Based on feedback from these stakeholder groups, the College Board of Governors and the College Executive have agreed the following statements of Mission, and Values. These articulate our core purpose, and the way in which we aim to do business.

MISSION



The mission of the College is to develop the skills, confidence and qualifications for local people to lead rich lives and build great careers.

VALUES



Newham College is committed to a culture of integrity and living by the Nolan Principles of Public Life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership. In consultation with staff and students we have articulated our values around aspiration.

ASPIRE

Ambitious - We are highly ambitious for our students and staff with relentless drive for excellence in everything we do.

Successful - We build determination to achieve individual and collective successes.

Professional - We foster high levels of professional standards, with an emphasis on integrity and accountability.

Innovative - We strive to be at the forefront of innovation for education, skills and employment.

Respectful - We celebrate our inclusive and diverse culture, valuing our students, staff and stakeholders.

Engaging - We are committed to developing partnerships, listening to students, staff and employers to inform our decision making.

OUR KEY STRATEGIC COMMITMENTS

There are four commitments – the key building blocks – that Newham College will develop over the next five years:

1. As a **strong anchor institution**, we will play a prominent role in supporting our local communities to thrive.

2. We will create **pathways to great careers** in Newham and East London through expert teaching of a modern, relevant curriculum focused on the strongest opportunities for sustainable employment.

3. We will actively pursue local, regional and national **collaboration** to meet London's social and economic challenges.

4. We will run the college efficiently to deliver **financial sustainability** and investment in our staff, physical and virtual infrastructure.

ANCHOR INSTITUTION

East London has always been a powerhouse of energy, innovation and expansion. It has also long lagged the rest of London in terms of qualification levels, employment levels, and wages.

Currently, the borough of Newham continues to enjoy the regenerative effect of the 2012 Olympic Games. It is also home to London's only enterprise zone in the Royal Docks, that aims to create 60,000 new jobs, available as far as possible, to local people. We will continue to maximise access to learning to our diverse and often economically challenged communities, whilst radically improving progression to higher levels of learning and employment.

The College is a major employer in the Borough and an anchor institution. We stand as a key local stakeholder, underpinning and driving educational opportunity; community and economic development; and life enhancing change. As a largely publicly funded institution, we recognise our responsibility through our Community Wealth Building pledges, and fully embrace our role, in creating public value for the communities we serve.

As a strong anchor institution, we will play a prominent role in supporting our local communities.

We will evidence this through the following key targets:

1. We will increase public confidence in the quality of our provision, aspiring to achieve an **Ofsted rating of "Outstanding"**.

2. We will drive equality of access to high quality technical teaching and education, **ensuring no ethnic group falls <5% below college average achievement rates.**



3. We will deliver an **exceptional experience for students and staff**, with student experience and achievement rates in the upper quartile for London FE Colleges, and a staffing strategy that attracts, retains and develops a high quality, inclusive and engaged workforce that reflects the diverse communities we serve.

4. We will follow the **FE Climate Action Roadmap route to Net Zero Carbon by 2030**; target sustainable and local procurement wherever practicable; and embed sustainability into our entire curriculum.

PATHWAYS TO GREAT CAREERS

Like most colleges, we provide a broad range of high quality, demand driven, technical and professional training. Our curriculum pathways provide the technical knowledge and underpinning skills, attitudes and behaviours that inspire students and can lead to high value, sustainable careers.

Over the course of this strategic plan, we will continue to develop, embed and expand curriculum specialisms in the sectors that offer the best job opportunities supported by higher level salaries in East London. Initially these specialist areas will include health and life sciences; digital and creative; and engineering, construction and the built environment. As the economy, and demand for skills, changes, so will we - investing in curriculum pathways that have the potential to give our students the skills to thrive in new markets and to play a key role in levelling up the communities we serve.

We will create pathways to great careers in Newham and East London through expert teaching of a modern, relevant curriculum focused on the strongest opportunities for sustainable employment.

We will evidence this through the following key targets:

1. We will develop specialist curriculum pathways delivered to L5, initially in digital and creative; health and life sciences; and engineering, construction and the built environment, building to **at least 1,000 learners** on programme within each specialism by 2027.
2. We will engage proactively with **employer-led Local Skills Improvement Plans**, seeking and acting on employers' input into the design and delivery of all our curriculum specialisms; staff development; and the creation of opportunities for our students.
3. Our achievement rates in our specialist pathways will consistently be above national benchmarks, with at least **85% positive destinations** for Newham College students.



London City Institute of Technology

COLLABORATION

Even before the pandemic, a sequence of financial and political shocks, including the 2008 financial crash and Brexit, created huge regional and national socio-economic strain.

Covid-19 deepened these challenges, exacerbating inequalities beyond the reach of any single organisation acting autonomously. The post 16 educational landscape is highly competitive, and often confusing to students and employers. There is a real need for systems leadership to facilitate collaboration, simplify access to skills solutions and deliver positive change at scale and at pace.

Collaboration is in our DNA. Since 2009 we have won and led diverse supply chains to deliver over £50m of bespoke education and training across London. We now see an opportunity to go further: not simply leading collaborative bids in response to one off grant funding procurements; but to embed collaboration where the reach, skills and perspectives of different organisations can achieve results greater than the sum of the parts.

Newham College will promote and model the impact of the FE sector through its leadership role with key policy and employment networks, actively seeking opportunities to support and implement policy developments.

We will actively pursue local, regional and national collaboration to meet the UK's social and economic challenges.

We will evidence this through the following key targets:

1. The London City Institute of Technology will support **over 1,000 students by 2026/27** to undertake the high skills training that will lead to great careers.
2. The Health Futures initiative with Barts NHS Trust will support **over 1,500 students** over the course of this strategic plan.
3. We will collaborate with at least **10 local employers** across the Local London sub-region to deliver high impact skills and employment training.



FINANCIAL STABILITY AND INVESTMENT



As we launch this corporate plan, the College's finances have returned to strong financial health following a sustained period of financial pressure.

Now that we are stabilising our finances, we acknowledge the need to tackle a backlog of underinvestment in the resources that contribute to an outstanding learning environment and experience.

We will run the college efficiently to deliver financial sustainability and investment in our staff, physical and virtual infrastructure.

We will evidence this through the following key targets:

1. Our financial health will be at least **Good**, enabling surpluses to be reinvested every year into improving our educational offer.
2. Our estate will be **fully modernised by 2030**, subject to government funding support.
3. We will invest in **IT, digital learning platforms and VR**, to tackle digital poverty and enable high quality remote learning.
4. We will create the **best environment for staff to work in FE**, implementing a staff development plan to invest in our people and make the College a vibrant and great place to work, evidenced by high levels of staff satisfaction and career progression.

IMPACT ASSESSMENT

Each year the College will set detailed targets and key performance indicators consistent with this strategic plan to drive continuous improvement.

We will publish an annual impact assessment report demonstrating the progress we are making against our strategic commitments.



PUBLIC VALUE STATEMENT

At Newham College, we are committed to raising aspiration through learning, increasing opportunity through innovation and providing a foundation for sustainable economic growth and prosperity.

The College seeks to add value to the social, economic and physical well-being of the communities it serves by:

- Providing learning that is demand-led and customised to individual, business and community needs.
- Enabling success and progression for all, including those in the workforce and those at the greatest distance from it in terms of social and economic exclusion.
- Constant improvement through specialisation and innovation.

In essence, our aim is to deliver exceptional skills development and create exceptional opportunities across this unique area, leading to resilient, high-achieving and prosperous residents, and to fuller employment.





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