

## STCG Strategic Plan 2025-2028

### Achieving Ambitions Together

#### Mission

Working together to achieve the ambitions of more students and partners than ever before, transforming diversity into success and growing wellness in our community.

#### Vision

The South Thames Colleges Group aspires to be an exceptional Further and Higher Education provider, leading our sector in London and beyond. This will mean:

- Living by our core values, especially ambition, inclusion and wellbeing
- Securing great outcomes for our students and partners
- Growing our provision further to meet the needs of our local economy
- Transforming our teaching, learning and services through innovation and development
- Ensuring all our students belong in our community and are inspired to learn, grow and achieve
- Sustaining effective partnerships with employers and schools across the region and beyond
- Managing resources well so that we can invest in our buildings and staff

#### Our Strategic Plan

This Strategic Plan sets our Group an ambitious agenda for the next four years. It declares our renewed commitment to all of our communities, our roots in South London as strong as ever. We will use the plan to bond our curriculum to the local economy, delivering the skilled people it needs to widen prosperity and diversify our working population. We aim to grow fairer opportunities through our local leadership and make our values a reality for our students and partners.

We are an organisation founded on these values and they are fundamental to all we do. We strive to embody the best of ethical public service and place particular emphasis on three central principles in realising this strategic plan:

**AMBITION** for everyone who is part of our organization, students, colleagues and partners together, at their best

**INCLUSION** to transform our communities' diversity into great outcomes for everyone from every background

**WELLBEING** to ensure personal growth, happiness and health underpin everyone's time in our Group and afterwards

We believe that collective effort makes these goals possible and we will bring our mission to life through our common aspirations. We want to ensure our students and staff have a strong sense of belonging and we will communicate this through a set of linked messages, such as:

Together, we are the future

Together, we are ambitious

Together, we are South Thames Colleges Group

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Skills are the core of our strategy, driving a set of critical outcomes for our and our region’s future:



Our new Strategic Plan builds further on our history of success. We have become a foundation for the communities of South London, an engine of growth and inclusion.

We have made outcomes for staff and students more equal, become a trusted partner to many stakeholders, raised quality to new heights and shown how a whole organisation can generate such concerted support and ambition that students are genuinely defined by their potential here.

We will continue this approach into the future and strengthen it. We will do this through our actions:

- Bonding our new curriculum strategy to the skills needs of the region, using evidence of demand to drive change while securing a coherent and efficient curriculum offer
- Strengthening our response to our students’ expectations, meeting their needs and upholding their ambitions for the future
- Innovating through technology and partnership to lead key regional initiatives
- Raising standards of teaching and learning further still to achieve excellence for all of our provision and supporting our colleagues to grow their skills and knowledge
- Unifying and enhancing our extensive wellbeing strategies to promote resilience, happiness and inspiration through our culture, services and programmes for students’ development
- Setting new ambitious equalities targets to respond to emerging priorities, improve the diversity of our leadership and close the gender pay gap further
- Enhancing our resource management to accelerate investment in people and buildings as we respond to new demands and develop new provision

- Extending our network of partners and employers to make our services easy to access and highly effective

### Delivering our strategy

Each of the domains in this strategy will have a brief supporting plan to secure, by 2028, the successful delivery of our priorities:

**Skills:** Transformed through our new Curriculum Strategy, designed to respond to demand, handle new qualifications and continue to deliver growth, measured through student progression.

**Excellence:** Underpinned by renewed rigor in tackling underperformance in any areas of weakness, supporting staff to develop, securing compliance and consistency and promoting our students' voice as a key influence, measured by impact and outcomes.

**Inclusion:** Driven by culture, practice and ambitious targets to find and close equalities gaps while identifying new areas for development to serve disadvantaged students and diversify our workforce, measured by new equalities targets.

**Resources:** Secured by robust financial planning over the life of the Strategic Plan, measured by financial health and levels of investment in both people and resources, with generous pay and great opportunities for our staff and an ambitious Estates Strategy focused on quality and sustainability, measured by recruitment and retention of staff and progress towards net zero.

**Partnership:** Delivered through a now-established team of expert partnership-makers, backed by a culture of openness and service across the Group to allow new relationships to take root in key sectors and grow new provision, measured by partners' satisfaction in the Group.

**Demand:** Proven and quantified through new capabilities and data brought together within the Group to capture changes in the local economy and our communities and translate them into new provision, measured by the Group's success in meeting local skills needs.

**Wellbeing:** Woven through the Group as a foundation for success, with a new comprehensive strategy to take our work to the next level through additional interventions and therapies and a revitalised enrichment framework, measured by staff and student wellbeing assessments.

**Character:** Spread even more widely through the Group, opportunities to belong successfully, grow as a person and find pathways into ambitious futures, with work experience for all and secure relationships underpinning progression, measured by the personal development of our students.

**Innovation:** Led by evidence and based on experimental practice, an enhanced programme of CPD focused on teaching and learning, investment in Digital innovation and developmental relationships with multiple stakeholders to deliver new projects and funding, measured by the growth and diversity of our activity and income.

### Our accountabilities

This strategy will define our work for the next four years. We will account for our progress by:

- Setting clear, measurable KPIs for its different domains and reporting on them every term
- Evaluating overall progress every six months for Governors, staff and students
- Reviewing and revising our Annual Accountability Statement every year

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