



OUR
STRATEGY
TOWARDS
2030

WELCOME



The College is a welcoming, supportive, inclusive and a safe place to study, socialise and enjoy yourself.

We are passionate about offering you an outstanding learning experience and supporting you to achieve your goals.

Asfa Sohail
Principal, Lewisham College



Lewisham is a well respected College that offers passionate and caring teaching with good learning facilities.

It welcomes all students and has a track record of unlocking their potential through enjoyable learning to gain qualifications, development and positions them well to secure future employment.

Simon Russell
Chair of the College Board of Governors



Lewisham College puts the learner in the heart of everything it does and strives to provide high-quality education and training in its local community.

Further Education has never been needed more or been better placed to answer the needs of our emerging workforce. Part of NCG Group, Lewisham College unlocks potential through learning and ensures best practice leadership development and teaching across the sector so it can provide a beacon of opportunity for all our learners.

Liz Bromley
Chief Executive Officer at NCG





Events like Lewisham College Student Awards showcase just how much talent Lewisham College produces and I'm sure you will all go on to do amazing things with your futures.

Vicky Foxcroft
Member of Parliament for Lewisham Deptford



At Phoenix, we love working with our partners at Lewisham College for the benefit of our community. We are committed to working with Lewisham College to provide easy access to excellent education and training opportunities for our young people focusing on their particular needs.

Jim Ripley
Chief Executive of Phoenix Community Housing



Lewisham College has a long-standing tradition of providing education and much more in the heart of Lewisham and works hard to offer exciting and relevant opportunities for young people and adults which support them on their learning journeys, particularly in these difficult times. Its partnerships with Lewisham Council and the range of stakeholders have developed significantly in the last 18 months and has a commitment to collaborative working and a determination to support Lewisham learners of all ages in the community. I look forward to a long and successful partnership with the college and the future initiatives Asfa and her team are planning.

Pinaki Ghoshal
Executive Director for Children & Young People



LEWISHAM 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.



Carlisle
college

KIDDERMINSTER
COLLEGE

LEWISHAM
COLLEGE

Newcastle College

NEWCASTLE
SIXTH FORM COLLEGE

SOUTHWARK
COLLEGE

West
Lancashire
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 feel like my experiences have offered me a background to help others, and my course and the College have given me the skills to work in something I'm passionate about. I have my own flat in Balham and I'm in a much happier place now that I'm making my own way in the world.

**Henrietta Imoreh,
Performing Arts and
English Student,
Lewisham 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**

NCG'S STRATEGIC PILLARS

VISION

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

★	★	★	★	★	★
QUALITY	CURRICULUM	PEOPLE	FACILITIES	FINANCE	REACH
Exceptional teaching, learner experience and outcomes	Innovative, relevant courses and qualifications	Ambitious and responsible educators and leaders	Outstanding digital and physical learning environments	Financial sustainability powering reinvestment	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

We are committed to inspiring excellence and supporting curiosity through setting high expectations and ambitions for all our learners and communities.

We are supporting and developing teams to take ownership and work collaboratively with internal and external stakeholders.

OUR STRATEGIC GOALS

- » Exceptional teaching, learner experience and outcomes
- » Innovative, relevant courses and qualifications
- » Ambitious and responsible educators and leaders
- » Outstanding digital and physical learning environments
- » Financial sustainability powering reinvestment
- » Impactful external engagement and civic commitment.



OUR STRATEGIC OBJECTIVES 2020 – 2030

1 EXCEPTIONAL TEACHING, LEARNING AND ASSESSMENT ENABLING POSITIVE OUTCOMES

We aim to provide an exceptional teaching, learning and assessment experience for our learners and apprentices with a particular focus on developing their transferrable, enterprise and employability skills and preparing them for the world of work now and in the future. We aim to develop citizens who support the diversity and inclusion agenda for the betterment of our communities whilst reducing achievement gaps.

[This objective supports the NCG strategic goal number 1.](#)

BY 2025

We will be a first choice vocational provider which delivers exceptional teaching, learning and assessment through highly effective personal and professional development for our staff. We will be recognised for providing an outstanding learner experience with learner, parent and employer satisfaction rates and learner destination rates in excess of sector benchmarks as well as the external recognition.

2 EXCELLENT LEARNER PROGRESSION INTO FURTHER TRAINING AND EMPLOYMENT

We aim to provide destination-led courses to our learners which are determined by their starting points and future aspirations, in line with the industry needs to support the economy as well as the social mobility agenda. We will take a holistic approach in developing our learners to achieve their aspirations through ensuring they develop their personal, social and employability skills and achieve their qualifications, including maths, English and digital literacy.

[This objective supports the NCG strategic goal number 2.](#)

BY 2030

We will achieve destination-led programmes which contribute to the economy and local needs as well as meet the aspirations of our learners. Our positive destination rates will be in excess of the sector benchmark.



“

My time at Lewisham College was very important. It gave me the set of skills I needed to develop into the chef I am today. I'd like to say a big thanks to all of my college lecturers.

Mark Morris,
Unit Manager, Compass
and Alumni Student.

3

INNOVATIVE AND RESPONSIVE CURRICULUM

We aim to continue to work with employers and other partner and community groups to develop an innovative and responsive curriculum which contributes to the local, regional and national needs and the economy. We have strong partnerships with employers, partners and community groups leading on various curriculum-related initiatives across and within the borough. We will introduce new provision and grow existing provision in specialist areas to reduce the number of learners studying outside the borough.

This objective supports the NCG strategic goal number 2.

4

SUSTAINABLE AND INDUSTRY STANDARD LEARNING ENVIRONMENT

We aim to establish sustainable campuses and facilities which meet the aspiration of our local communities, learners and employers. The learning environments will be aligned to the curriculum strategy and will act as the community hub. We will reduce carbon foot print by investing in greener energy, improve our waste and recycling processes and reduce water consumption and introduce re-usable drinking items.

This objective supports the NCG strategic goal numbers 2 and 4.

5

DEVELOPING FORWARD THINKING AND RESPONSIVE WORKFORCE

We are committed to developing a culture and ethos within which staff are supported to achieve to their maximum potential. Staff are encouraged to support each other, collaborate within and outside the group and strive for excellence within their areas of responsibility and across the College.

This objective supports the NCG strategic goal number 3.

BY 2030

We will implement the curriculum strategy informed by the labour market intelligence, resulting in positive destinations in access of the sector benchmarks. We will achieve growth in our market share for young and adult learners and significant growth in apprenticeships and technical education.

BY 2026

We will have sustainable campuses and facilities with latest technology resulting in: growth in learner numbers; strong partnerships with employers and other partners; innovative and industry standard facilities; meeting the needs at local, regional and national level; and supporting the sustainability agenda.

BY 2030

We will foster a culture where staff have opportunities to take risks, look after their wellbeing, strive for excellence and embrace diversity and inclusion. By 2024, we will have industry updating for all staff teaching in vocational areas. All staff will have access to training to develop English, maths and digital skills as well as further training to upskill or achieve higher qualifications in line with the business needs.



“

I have gained an in-depth understanding of child development and a different perspective. The teachers are fair and understanding. They expect a lot of you but that means you get to study in well-organised classes with really motivated students.

Marta Weremkowicz-Wlosinska,
Early Years Student,
Lewisham College.

6

ENRICHING DIGITAL LEARNING EXPERIENCE

We must be ready for the future. We aim to prepare today to meet the skills requirements of the future so we can harness the full potential of emerging technologies. Whilst, it is difficult to fully assess how technology will evolve over the next decade, it is critical to ensure we adapt to the opportunities and challenges presented by the new technologies to grow the economy and achieve prosperity for all. Our IT facilities and general approach to new technologies and e-learning require further work.

This objective supports the NCG strategic goal number 4.

7

FINANCIALLY RESILIENT COLLEGE

With the projected growth in population in Lewisham and London and the revised curriculum strategy, the College aims to focus on addressing gaps in provision and developing specialisms which will further support its financial sustainability. The College has worked hard to ensure its financial sustainability through effective and efficient monitoring of key performance indicators which has resulted in significant improvements in the past two years.

This objective supports the NCG strategic goal number 5.

8

A COMMUNITY-LED COLLEGE

Lewisham College has been a well-known college for serving its communities. The aim is to reignite the same ethos of supporting its communities through establishing formal and informal partnership with various community groups to benefit all. We are fully committed to fulfilling our civic duty. We are responsive to the needs of our communities and we engage and listen to them to inform our next steps.

This objective supports the NCG strategic goal number 6.

BY 2024

We will have at least ten per cent of online delivery for the identified curriculum areas. We will have a workforce capable of exploiting rapidly evolving technologies and supporting an education experience that reflects the way learners live, communicate and learn.

BY 2030

We will continue to deliver against the key financial performance indicators to ensure a sustainable college with surplus to reinvest.

BY 2024

The College will be highly regarded by all stakeholders as a community-led College with a welcoming environment and culture built on mutual respect and inclusion. In addition, our learners will run a range of social action projects applying their skills and knowledge to deliver positive change within their local communities.



“

The course gave me so much, both professionally and personally. I gained a lot of confidence within myself and a new sense of determination to persevere and step out of my comfort zone.

Ruscheyne Humphrey,
Lewisham College Beauty
Therapy Lecturer and Alumni.

SUSTAINABILITY AND CLIMATE CHANGE

We aim to tackle climate change through supporting various initiatives and educating our learners and communities. The government has a commitment to reducing greenhouse gas emissions by 50% by 2025. The College is committed to reduce by 80% by 2050. We will reduce carbon foot print by investing in greener energy, improve our waste and recycling processes and reduce water consumption and introduce re-usable drinking items. We will embed climate change into our curriculum.

[This objective supports the NCG strategic goal number 6.](#)

BY 2024

The College will have climate change embedded within the curriculum. We will have aligned local procedures/policies to London's response to climate change.



“

The skills I gained at Lewisham College were essential to helping me live and work in the UK. I am now employed at a large, busy hotel in the heart of London and that wouldn't have been possible without the college.”

Fatoumata,
ESOL and GCSE Student,
Lewisham College.

OUR STRATEGIC OBJECTIVES AND KPIs

Objective	KPI	2023	2025	2030
1: Exceptional teaching, learning and assessment enabling positive outcomes.	Ofsted Grade	Good	Outstanding	Beacon Status
	Quality of Teaching and Learning (meeting the standard)	92%	95%	98%
	Learner Progress	Top 25%	Top 10%	Top 5%
	Achievement rates for all groups to be within 5% of the overall achievement rates.	90%	90%	90%
	Achievement Rates	90%	90%	90%
	Attendance Rates	90%	90%	90%

Objective	KPI	2023	2025	2030
2: Excellent learner progression into further training and employment.	Learner Sustained Positive Destinations	88%	90%	95%
	Proportion of learners progressing internally and externally	85%	90%	95%
3: Innovative and responsive curriculum	Curriculum aligned to local strategic priorities	80%	80%	80%
	Learner Sustained Positive Destinations	88%	90%	95%
	Apprenticeships on programme	200	350	500
	Young learners on programme	1300	1500	1800
4: Sustainable and industry standard learning environment	Learner satisfaction with our resources (FE and HE)	90%	90%	95%
	% reduction in carbon footprint across our estate and activity.	15%	30%	50%
5: Developing forward thinking and responsive workforce	Colleague Engagement (BCG Trust Index Score)	75%	80%	85%
	All vocational staff to have access to industrial updating.	75%	100%	100%
	All academic staff to have at least level 2 in English and maths.	95%	100%	100%

Objective	KPI	2023	2025	2030
6: Enriching digital learning experience	Proportion of learners accessing our digital classrooms.	90%	95%	100%
	10% of online delivery for the identified curriculum areas.	8%	10%	10%
	All staff to have basic digital literacy skills.	85%	95%	100%
7: Financially resilient College	EBITDA	18%	18%	18%
	Pay to income ratio	58%	58%	58%
	Non-pay to income ratio	24%	24%	24%
8: A community-led College	Engagement of Lewisham staff in external events.	>50	>70	>80
	Formal partnerships with local community groups	>35	>40	>50
9: Sustainability and Climate Change	Reduction in greenhouse gas emissions across our estate and activity	15%	30%	50%
	Reduction in carbon footprint across our estate and activity*	15%	30%	50%

*Based on 2018/19 baseline will measure carbon emissions from travel, estate and consumables.



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VISIT OUR WEBSITES

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www.kidderminster.ac.uk
www.lewisham.ac.uk
www.newcastlecollege.co.uk
www.newcastlesixthformcollege.ac.uk
www.southwark.ac.uk
www.westlancs.ac.uk