

Strategic Plan 2020 - 2021

New Beginnings, New College - Secure your Future

Our Vision, Mission and Values for the Future

Vision:

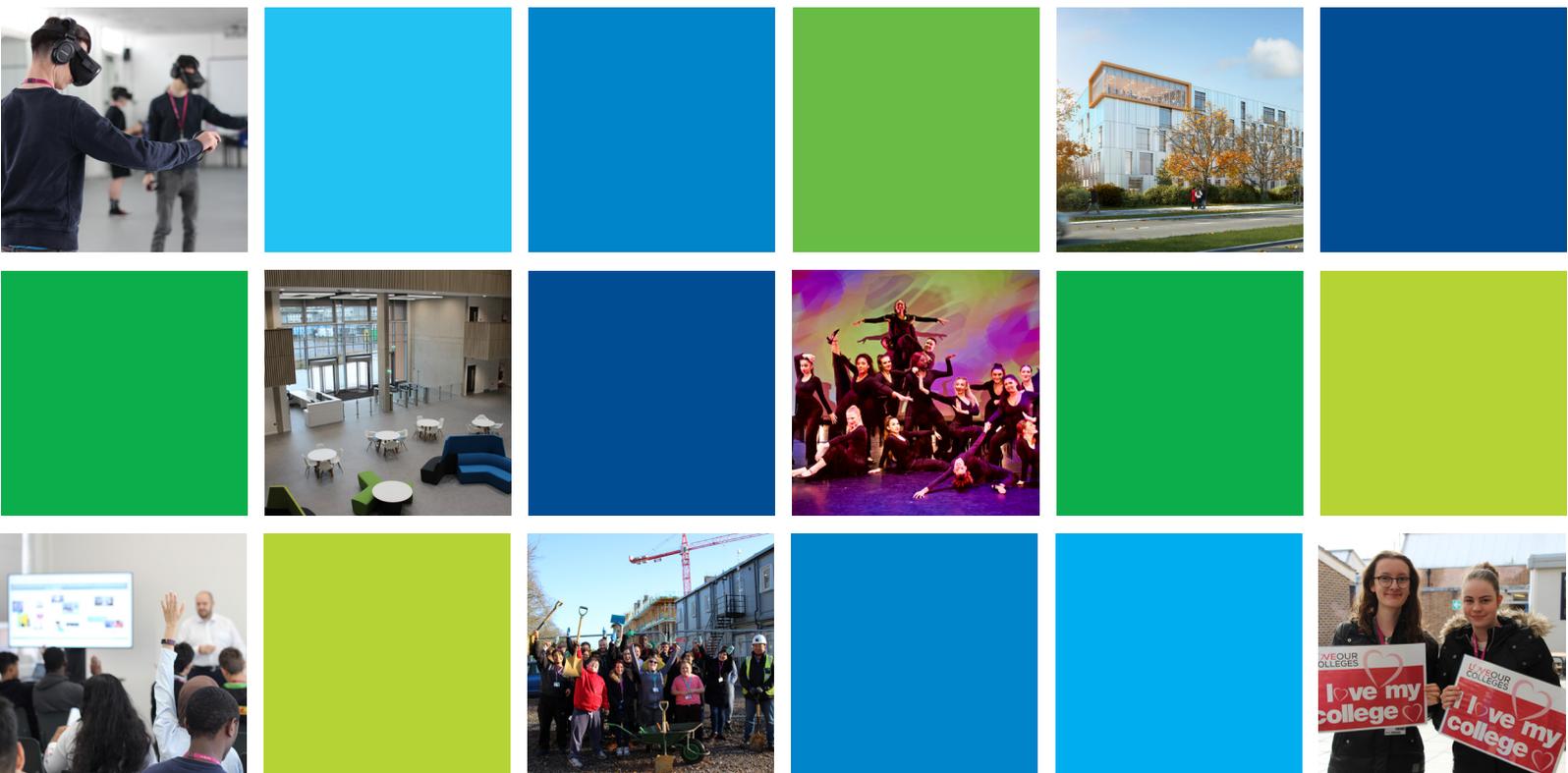
Transforming lives through a passion for learning

Mission:

Expanding opportunity by delivering inclusive, inspirational and high-quality learning to all. We encourage curiosity, develop confidence and resilience, and prepare our students for a successful future.

Our Values underpin everything we do:

Trust, Integrity, Excellence



Who We Are

Richmond upon Thames College (RuTC) is a Further Education College in Twickenham, attracting students from across London and beyond. The majority of full-time students are aged 16-18, studying A Levels and courses designed to give them the skills for the modern workplace. Adult learners study a wide variety of full time, part time and short courses ranging from tasters to Level 5 vocational programmes and Continuing Professional Development courses. RuTC has an expanding apprenticeship offer and training courses designed to meet the needs of local employers and London's priorities.

Our new state-of-the-art campus includes specialist rooms for digital and graphics courses, TV, drama, dance, music, art, science and computing as well as a fantastic restaurant, a large auditorium with live performance stage and many other facilities. With **'learners at the heart of all we do'** we will work together to further position RuTC as a successful and ambitious college with a reputation for excellence.

RuTC will:

- be the place of choice for high quality education and training
- be an inclusive 'community' of high performing students
- provide a valuable community asset for SW London with location based unique selling points in catering, events and sports
- focus on 'clean' science, technology, engineering and maths subject (STEM) and the digital curriculum providing progression routes to higher education
- offer an attractive broad choice of high-quality academic, vocational, professional, technical, apprenticeship and higher-level courses that lead to careers and exciting progression opportunities
- have empowered, innovative, highly skilled teaching staff with relevant industrial experience
- offer our students a skills escalator from entry level to higher education
- be a safe and inclusive place where students can mature, develop their skills and knowledge and secure the best opportunities for careers
- have valuable partnerships with local and national employers, industry bodies, HEIs and stakeholders
- work with key stakeholders to optimise opportunities and help deliver the project outcomes in the Greater London Authority Strategic Plan

Our unique selling points (USPs):

- New iconic campus development
- Significant two-year upward trend in 16-18 learner recruitment
- The RuTC brand – established, recognised and respected in the locality and with employers
- A safe and inclusive learning environment that attracts young people from all over London and Surrey
- Valuable partnerships with local and national employers, industry bodies, HEIs and stakeholders that provide students with specialist learning opportunities e.g. Sporting Academy (Harlequins)
- Commercial/industry links (Richmond Chamber of Commerce office based on RuTC site)

The strategy for 2020/21 builds on the change plan from 2019/20 and includes the following:

- Reshape the College – refresh strategic direction, staff profile and cultural change
- Strategically position for growth and sustainability; distinctiveness; collaboration and/or merger
- Set and achieve ambitious but realistic KPIs and deliver an excellent student experience
- Ensure rigorous quality standards – finance; systems; processes; policies
- Maximise the potential of the new buildings and a new era

The strategy has been formulated by an assessment of:

- What the College intends to accomplish and where it aims to be in the future
- How we can position the College in the right place at the right time with the right qualifications and services aligned to the strategic priorities of the Mayor of London as set out in the Skills for Londoners Strategy and Framework
- How we can be successful and sustainable in the long term

RuTC's Mission is supported by delivering against four priorities, with impact measures.

Priority One	Priority Two	Priority Three	Priority Four
Learner Success	Culture	Finance & Sustainability	Brand & Reputation

Priority One - Learner Success

Develop the Curriculum

- Develop and deliver a new Curriculum and Quality Strategy that improves the student experience
- Increase Blended/flexible learning in curriculum delivery and corporate operational practice
- Establish centres of excellence/academies at level 3 and higher to reflect the RuTC's complementary strengths and local employer needs
- Develop partnerships with local universities
- Develop and extend local opportunities for learners with learning difficulties and disabilities
- Increase progression opportunities into FE/HE and the workplace and improve outcomes

Creativity and Innovation

- Enhance extra-curricular enrichment opportunities to support learners' personal development: social action, volunteering and charity work/fundraising, creative enterprise
- Support learners' development of digital skills for employability and creativity

Continuous Improvement

- Agree expectations of students and staff and significantly improve students: value added outcomes, attendance and success rates
- Embed new developmental collaborative learning enquiry approach to lesson observation and establish methodology for college-wide effective sharing of outstanding practice in Teaching, Learning and Assessment
- Embed new approaches to learner target setting and monitoring of progress and ensure consistent and continuous application
- Support under-performing curriculum areas with targeted intervention as part of the new quality cycle

Priority Two - Culture

Agile, Creative, and Empowering Culture

- Ensure staff well-being in a safe environment, particularly through the pandemic with a focus on both the physical environment and mental health
- Improve two-way communications – staff and students with appropriate listening posts and feedback on staff and student views in a spirit of openness and transparency to build trust and confidence
- Monitor staff and student absences and support a more flexible working approach
- Evaluate the culture and develop in line with the revised strategic direction

Attract, Retain and Develop Talented People

- Develop the supportive performance management culture through appraisals; personal development/training; industry placement opportunities and middle leader development
- Ensure that exceptional contributions are recognised, celebrated and rewarded
- Retain and develop staff, ensuring stability of turnover and manage growth expediently

Priority Three - Finance & Sustainability

Deliver the Financial Recovery Plan

- Completion of the financial recovery plan leads to stability, and an assessment of “Good” financial health by 2021/22 (COVID-19 impact managed)
- Continuous good leadership by the governing body and college management positions the college for a sustainable future
- Expand growth in 16-18 and adult markets, based on significant demographic growth in the area’s population and the Government’s recent Level 3 initiative for adults
- Diversify funding streams with further growth in provision in all markets in response to ‘Skills for Londoners’ strategy and wider national priorities

Develop Finance and MIS Systems and Processes

- Management and student information is generated automatically and available to those who need it, when they need it
- Systems and processes are streamlined, easy to follow and benchmarked against sector good practice

Deliver Phase 2 Capital Build

- New state-of-the-art STEM building opened, with no long-term borrowing by summer of 2022
- Sports Centre refurbishment completed summer 2021
- Capital build projects are delivered within budget and to the same high standard as the keystone Richmond Building

Recognise our Responsibility for the Environment

- Achieve BREEAM outstanding on all elements of the new campus building programme
- Reduce our carbon footprint and waste and increase our recycling capacity
- Weave sustainability throughout the curriculum and all supporting services

Priority Four - Brand & Reputation

Work with Partners to Add Value

- Develop high quality, relevant work experience opportunities to equip our students with the skills demanded by employers
- Develop collaboration agreements with Universities to ensure positive progression for students
- Ensure strategic partnership with Richmond Council, Richmond Chamber of Commerce and DWP

Develop Stakeholder Engagement

- Develop strategic partnerships with our employers and wider community to become the ‘first choice provider’ for learning and skills
- Create employer advisory boards for our STEM development which will support in the development of our curriculum offer and the design of new programmes
- Develop clear Business Development and Apprenticeship Strategies that ensure our offer is shaped by employers, REEC stakeholders and responds to London priorities and emerging government policy

Increase Income Streams and Market Share

- Invest in designing flexible and high-quality online learning resources and innovative ways to deliver to all our students
- Increase adult delivery programmes, traineeships, apprenticeships and new subject areas; professional qualifications; high needs provision; T-levels and commercial income
- Lead on bid writing to access government/GLA/ESFA additional funding
- Maximise promotion of the new buildings and sponsorship of areas