



Strategy Framework

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1. Introduction

- 1.1. London Churchill College (LCC) is an East London-centred Higher Education Institute offering a range of BTEC HND programmes. LCC's main campus and headquarters is Barclay Hall, located at Upton Park and there is also a new campus development at Barking. In the past LCC operated additionally from its Whitechapel campus, which was a rented property; however, it is no longer in use due to LCC's relocation to Barclay Hall, Upton Park campus. Barclay Hall is a locally listed freehold property owned by the College. By choice, the College wanted to remain a medium sized College with a capacity to accommodate circa 1200 students. However, the College is currently operating at below its physical capacity.
- 1.2. This document describes the Strategy Framework of LCC. It is not a conventional strategic plan with a defined life and fixed goals, but a statement of the College's mission, strategic aims and objectives, together with the Key Metrics which will be employed to monitor their progress.
- 1.3. The document first sets out LCC's mission and a statement of values. It then sets out how the institution will achieve its mission through a statement of Overall Strategic Aims followed by particular Strategic Aims, Key Objectives and Key Metrics in each of five focus areas or pillars through which the College will achieve its overall strategic aims. These pillars are:
 - Academic;
 - Finance, Resources, Estate and Investment;
 - Access and Participation;
 - Information Technology;
 - Human Resources.
- 1.4. For each pillar the Strategic Aim gives a broad high level statement of what is intended to be achieved, the Key Objectives are the goals set to achieve the strategic aim and the Key Metrics provide the measures which allow the College to monitor its progress in achieving the Key Objectives.
- 1.5. The Principal's Executive Group will develop an operational plan which sets out broad annual goals and milestones linked to the Key Objectives within the Strategy Framework. The operational plan will be reviewed and revised informally by the Principal's Executive Group according to current needs within the organisation.

2. Mission

- 2.1. Our mission is to enable our students to reach their full potential through the provision of high-quality learning opportunities that meet their specific needs, a student experience which promotes and enhances self-confidence which develops an enterprising outlook to maximise employability.

3. Values

- 3.1. We expect our student and staff to:
 - respect their fellow students and work colleagues;
 - take a collaborative and mutually supportive approach in all their activities;
 - aspire to achieve excellence in all aspects of their work and study;
 - be accountable for their actions;

- adopt a strongly positive attitude to diversity.

4. Overall Strategic Aims

- 4.1. To encourage the widest possible participation of students from disadvantaged / underrepresented backgrounds from the East London area in post-16 education leading to progression into employment or Higher Education, through fostering a culture of student employability and continually seeking to expand our student numbers and enhance our Higher Education portfolio.
- 4.2. Through entrepreneurship, responsive leadership, structural changes and efficiency initiatives, the College aims to be financially and operationally adaptable and sustainable.

5. Academic Strategy

5.1. Strategic Aim

- 5.1.1. To deliver a high-quality and sector recognised student learning experience which will equip students with skill sets supporting them to progress into employment and/or further studies.

5.2. Key Objectives

To deliver the Strategic Aim, the College will:

- 5.2.1. Achieve learning and teaching standards benchmarked against the Teaching Excellence and the Student Outcomes Framework (TEF);
- 5.2.2. Maintain a learning and teaching environment that meets expectations and aspirations of students, staff, the regulator (i.e. OfS) and the designated quality assurance body (i.e. QAA).

5.3. Key Metrics

- 5.3.1. Overall student satisfaction rate is the OfS benchmark for NSS or 90% whichever is higher.
- 5.3.2. The non-continuation rate to remain below the HE sector benchmark (OfS) or 17%, whichever is lower;
- 5.3.3. 70% of the College's students achieve their intended qualifications (LCC Quality Cycle);
- 5.3.4. The College meets all (100%) core practices as set out in the Quality Code;
- 5.3.5. Keep the Graduate outcomes response rate at 60% or OfS benchmark, whichever is higher.

6. Finance, Resources, Estates and Investment Strategy

6.1. Strategic Aim

- 6.1.1. Through entrepreneurship, prudent financial management and careful investment, the College aims to be financially and operationally adaptable and sustainable ensuring that physical and staff resources are available to deliver an excellent student experience.

6.2. Key Objectives

To deliver the Strategic Aim, the College will:

- 6.2.1. Remain financially and operationally sustainable by having in place robust financial plans that incorporate a steady improvement in income diversification and surpluses;
- 6.2.2. Support the operational sustainability, the College will invest in modern, fit for purpose facilities and buildings to respond to staff and students' needs and expectations and to enable the College to achieve its academic vision;
- 6.2.3. Invest in income generating assets, which can also provide fast access to liquidity, to make the College financially sustainable and to resource the student protection plan;
- 6.2.4. Consider investment opportunities that can directly benefit the College's operations, or invest in low risk ventures where the return on the investment is higher than the inflation rate or opportunity costs;
- 6.2.5. Enhance the real value of the assets with an emphasis on capital growth;

6.3. Key Metrics

- 6.3.1. Produce a rolling forecast and associated financial commentary every year to ensure sustainable financial performance;
- 6.3.2. Review performance against budgets each quarter and develop steps to realign with targets;
- 6.3.3. To maintain a minimum cash balance of 120 days of operational costs to meet the College's short-term obligations at any point in time;
- 6.3.4. To keep the dividend pay-out ratio modest and to ensure the College does not distribute more than 25% of its surplus funds as dividends to its shareholders;
- 6.3.5. The student satisfaction rates on library resources (e.g. books, online services and learning spaces) and course-specific resources (e.g. equipment, facilities, software, collections) to remain above the HE-sector benchmark or 90%.

7. Access and Participation Strategy

7.1. Strategic Aim

- 7.1.1. To support access and participation in Higher Education by students from all backgrounds and particularly students from disadvantaged backgrounds and under-represented groups.

7.2. Key Objectives

To deliver the Strategic Aim, the College will:

- 7.2.1. Maintain mature students and BAME students as the principal target groups of potential students of the College and include those students who are underrepresented in the UK higher education;
- 7.2.2. Reduce and eliminate the non-structural gap in success (retention rate and achievement rate) and progress (into employment or further study) between various groups of unrepresented students;
- 7.2.3. Ensure that the College meets the needs and aspirations of all its students with appropriate support availability;

- 7.2.4. Provide support for students throughout their studies and into employment.

7.3. Key Metrics

- 7.3.1. 50% minimum or OfS benchmark, whichever is higher of the College students to be classed as mature students.
- 7.3.2. 70% minimum or OfS benchmark, whichever is higher of the College students to be from the BAME backgrounds.
- 7.3.3. 70% minimum or OfS benchmark, whichever is higher of the College's under-represented students (e.g. BAME and mature) achieve their intended qualifications.
- 7.3.4. 90% or OfS benchmark, whichever is higher of the College's under-represented students progress rate into employment or further study.

8. Information Technology Strategy

8.1. Strategic Aim

- 8.1.1. To build, maintain and develop a comprehensive IT and virtual learning infrastructure that will enhance the smooth running of all aspects of College life, including making the educational delivery adaptive and responsive to the needs of its students who may demand home study and personalised timetable.

8.2. Key Objectives

To deliver the Key Strategic Aim, the College will:

- 8.2.1. Maintain and develop a virtual learning environment to support student learning and inter-college communication; Maintain and develop IT systems to support the College's Administrative function;
- 8.2.2. Keep abreast of technology and how it relates to educational delivery;
- 8.2.3. Support the College's aims to provide an economic and efficient educational delivery
- 8.2.4. Incorporate appropriate ways for the acceptable use of ICT policies (AUPs) containing specific reference to the statutory Prevent Duty.

8.3. Key Metrics

- 8.3.1. The Student satisfaction rates on the IT resources, facilities, equipment and software to remain above the HE-sector benchmark or 90%.
- 8.3.2. Minimum 90% of LCC students are supported to ensure they are prepared to attend one or more classes online.
- 8.3.3. Access to and usage rate by students of the virtual learning environment (VLE) is 90% or above
- 8.3.4. Annual confirmation from OfS (or other) that the College is fully (100%) in compliance with the requirements of Prevent Duty.

9. HR Strategy

9.1. Strategic Aim

- 9.1.1. To systematically match the capabilities of our teachers and support staff with the challenges of the role for which they are accountable and to ensure the development of staff resources through established and managed HR Policies and Procedures.

9.2. Key Objectives

To deliver the Key Strategic Aim, the College will:

- 9.2.1. Maintain a salary and reward system which is seen to be internally equitable and recognises individual performance;
- 9.2.2. Maintain a system for appraisal, review and/or assessment of staff;
- 9.2.3. Design and maintain a personal development programme that through deployment, promotion and training enables our staff to realise their personal potential;
- 9.2.4. Define the accountabilities of each role (both teaching and support staff roles) along with the performance indicators by which success is judged.

9.3. Key Metrics

- 9.3.1. Minimum 90% of students confirm that they can contact staff when needed.
- 9.3.2. Minimum 90% of students and staff consider they are part of the LCC community.
- 9.3.3. 100% of staff and student feedback is acted upon.
- 9.3.4. 100% of staff are given appropriate support and advice to support them achieve their career potential within LCC.