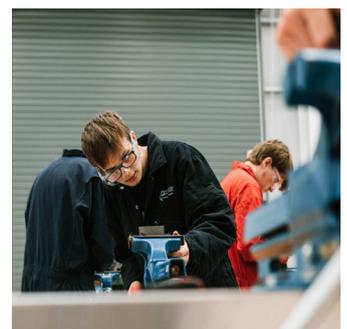
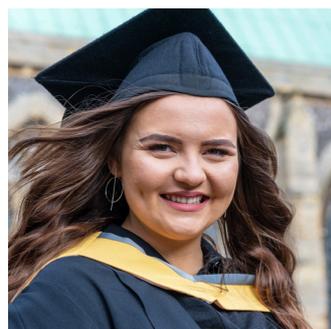
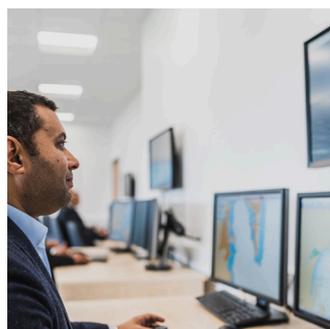


# East Coast College Group Strategic Plan 2020 - 2030

*“Growing Talent, Building Communities”*



# OUR PURPOSE:

To transform individuals and build communities through education



# OUR VALUES:



## ASPIRATIONAL

Being supportive, exploring potential and challenging ourselves daily



## RESPECTFUL

Acting with compassion, being inclusive, and welcoming to others in our learning community and to our environment



## PROFESSIONAL

Putting team first, acting with integrity, developing our expertise and having a focused work ethic



## SUCCESSFUL

Determining our ambition, achieving excellence and continually raising standards



# Our History

**1874**

The first art classes held at St John's School, Lowestoft

**1890**

County councils are provided with government funding to develop technical education



**1891**

The Science and Art School moves into Regent Road and the Town Hall in Lowestoft

**1898**

A new permanent building for the Technical and Art Institute, shared with the new high school, opens in Clapham Road, Lowestoft

**1904**

Grace Musson is appointed as Pupil Teacher of Art



**1910**

Daytime classes start in Clapham Road following the departure of the secondary education to the new Municipal Secondary School in Yarmouth Road - the site of the current Denes High School

**1921**

The school leaving age is raised to 14

**1923**

Grace Musson is appointed as Principal of Lowestoft Technical Institute and School of Art

**1924**

The first maritime classes held – Navigation for Fishermen

**1933**

Technical Welfare Occupational Centre is opened for unemployed men

**1940**

Royal Naval School of Cookery is established

**1941**

The Technical Institute building in Clapham Road, Lowestoft, is destroyed by bombing



**1945**

Evening Institute classes commence in Great Yarmouth

**1946**

Grace Musson retires and the Lowestoft School of Art is split from the Technical Institute which is renamed Lowestoft Technical College for one year before reverting to its previous name

**1947**

The school leaving age is raised to 15

**1953**

Great Yarmouth Technical College opens in the former Edward Worledge School buildings in Southtown

**1954**

Great Yarmouth Technical College expands into buildings in Cobholm and Church Road, Gorleston

**1954**

Lowestoft Technical Institute becomes Lowestoft Technical College

**1955**

The first sod is cut for the new buildings at St Peter's Street, Lowestoft

**1960**

Both Lowestoft and Great Yarmouth Technical Colleges become Colleges of Further Education

**1965**

The St Peter's Street buildings are completed and opened. The Lowestoft School of Art merges with the College of Further Education

**1973**

Russell Report recommends the expansion of nonvocational adult education

**1973**

The school leaving age is raised to 16

**1976**

Great Yarmouth College moves from being part of the borough council to join Norfolk County Council

**1993**

Lowestoft and Great Yarmouth Colleges separate from their county councils and become independent corporations

**1995**

The Church Road buildings are closed and all provision is delivered from the main Southtown campus in Great Yarmouth



**2007**

Both Lowestoft and Great Yarmouth Colleges start a collaboration with University College Suffolk (later University of Suffolk) to deliver their degree courses

**2010**

The Keir building opens at Great Yarmouth College



**2011**

Lowestoft Sixth Form College opens as a replacement for Benjamin Britten, Denes and Kirkley High Schools' sixth forms

**2013**

The participation age for being in education or training is raised to 17

**2015**

The participation age for being in education or training is raised to 18

**2017**

Great Yarmouth and Lowestoft Colleges merge to form East Coast College

**2018**

Lowestoft Sixth Form College merges into East Coast College



**2019**

The Energy Skills Centre opens on the Lowestoft campus

**2020**

The college achieved Ofsted 'Good' and a Financial Health Good

# KEY ACHIEVEMENTS 2019/20



AoC Beacon Award  
Commended status 2 years running for our approach to mental health - 18/19 & 19/20



East Coast College has been chosen to offer T Levels



matrix standard cross college accreditation for provision of information, advice and guidance



Recognised by Ofsted as a 'Good provider' in March 2020



Received a Financial Health rating of good in 2020



LOWESTOFT SIXTH FORM COLLEGE

Lowestoft Sixth Form College rated in the top 10% nationally for A level and BTEC performance



In January 2020, the new Civil Engineering and Construction Campus in Lound was launched



Worked in partnership with Unloc to develop our student leaders and consult with students on Strategic Planning



The Governance Institute

Wendy Stanger won Governance Professional of the Year in 2019



Resilient Business of the Year award winner for 2019



2020 Acquired Nexus Engineering - providing STEM provision for pre-16



EEEGR Awards 2019 - Winners of the Outstanding Contribution to Skills and EEEGR Member of the Year award



In November 2019, the Energy Skills Centre was opened at our Lowestoft campus



In September 2019, the new International Educational Centre of Excellence was opened



In December 2018, the Offshore Wind Skills Centre was launched at our Great Yarmouth Campus

# SUPPORTING OUR COMMUNITY THROUGH COVID-19



In March 2019 in response to the Covid-19 pandemic, East Coast College became an online community college offering virtual off-campus learning and wellbeing support to students, staff, parents and carers.

In addition to its educative role, the college worked to support the wider community donating personal protective equipment, supporting its local foodbanks and much more.



## WELLBEING ACTIVITY PACKS

Health and Social Care students helped to spread some joy throughout Covid-19 by creating wellbeing activity packs.

The packs, which included a letter, pictures, craft ideas, jokes, recipes and quizzes were designed by students across both campuses.

The packs were distributed to 30 care homes including Stradbroke Court and The Dell in Lowestoft, Decoy Farm and Burgh House in Great Yarmouth and Laurel Lodge in Norwich.

## STAFF COMPLETE 668-MILE CHALLENGE

Eight members of staff completed 668 miles from Lowestoft to Mount Snowdon and back again in May.

The team walked, cycled and ran between three to 30 miles a day and completed the challenge in seven days.

Donations for their efforts were made towards the college's foodbank campaign, with over £200 raised in that week alone.



“ East Coast College at the heart of supporting our local community.



## FE FOOD BANK FRIDAY

East Coast College joined forces with nine other colleges across the country who signed up to an initiative aimed at tackling food shortages in their communities throughout the coronavirus crisis.

With financial hardship and job losses a significant issue amid the pandemic, foodbanks were under pressure to help provide food and essential household items for the increasing number of people requiring their services.

The college raised £2,000 for the cause.



## BAKING-A-DIFFERENCE

Lecturer Kathy Abel joined a team of 20 bakers who made sweet treats to send out to key workers during the coronavirus outbreak.

The Baking-A-Difference team made thousands of cupcakes with ingredient donations and sponsorship coming in from a range of local business, including our catering department.

The cupcakes were delivered from North Walsham to Halesworth, with hospital and care home staff, police and shopkeepers all benefiting.



## STUDENT CREATED FACE MASKS FOR THE COMMUNITY

Jazmine Foster spent lockdown hard at work helping the community.

Jazmine created more than 150 face masks which she distributed to her nursery colleagues, elderly neighbours and friends.

Jazmine was in her second year of a Childcare & Learning Development Level 5 Foundation Degree.

In June 2020, East Coast College launched a 'Retrain, Reskill and Restart Fund' to offer 1,000 free course places to get adults back into work.

The fund was aimed at those who had lost their jobs during lockdown, or those thinking about a change in direction in their work lives.



# OUR COLLEGE 2019/20

  
For every £1...

  
Learners gain £8.30 in lifetime earnings

**888**  
Society gains £5.60 in added UK revenue and savings

  
Taxpayers gain £3.90 in added taxes and public sector savings

ECC Total Economic Impact  
**£264 Million**

Income:  
**£28 Million**

**98%** of learners have progressed to positive destinations

Borrowing cash ratio as % of income:  
**40%**

Cash Balance:  
**£4.9 Million**

We are the largest apprenticeship provider in the region

Adjusted Current Ratio  
**1:1**



Financial Health  
**'GOOD'**

**86%** of learners successfully achieved their qualifications



**74%** of graduates achieved a 1st or 2:1 in 2019

Apprentice Employers  
**400**

No. of employees  
**652**

Adjusted cash days  
**72**

Norfolk Community College have helped:  
**832**

Since our inception three years ago, East Coast College has sought to play a leading role in helping our community develop and grow. We wanted to change the perception that our community has low aspirations. We wanted to stop the past underachievement that has led to too many jobs being low wage, low productivity and viewed as low skill.

Our strategy has been built around a clear vision and mission and appropriate and strong values. Our actions have been aimed at winning our market, improving our business, developing our people and fostering student success, progression and wellbeing. We were ambitious.



We have achieved a Good Ofsted grade and a Good financial rating, so we are officially a Good College. But what does that mean for our learners, for our staff, and for our community of stakeholders and employers? It means better progression and better life chances, a better place to work.

For our community it meant that when we were faced with the impact of Covid-19, our learners and staff worked miracles together to make ECC an online College and to provide help for so many people and organisations. ECC became the 'go to' place for help.

Despite the unprecedented challenges we now face from climate change and the economic and social upheaval wrought by the virus, we have a team that can meet them head on. I am confident that we can overcome obstacles and take the opportunities full on that will arise from the need to reskill, to retrain and to work in partnership with the key sectors of our local economy. Team ECC will be a winner.

**Mike Burrows**  
Chair of Corporation  
July 2020



**We are officially a good college having achieved a Good Ofsted grade and good financial health rating.**



As the incoming Chair it is a huge privilege to be leading East Coast College. This is a time of change and high risk.

To determine our strategy for the future we need to be clear about our objectives. In the broadest of terms, they are to provide educational opportunity for the public good, and to go beyond opportunity to encourage, inspire and develop learners to reach the apex of their abilities and aspirations.

We must understand the context in which we are operating or likely to operate over the span of our strategic plan. The key issues which I believe we must respond to are:

- Uncertainty: the future we have every reason to believe will not be like the past; but over a ten-month period let alone ten years it is unclear how different it will be and this strategy needs to be flexible to respond to this.
- Demographics showing an increase in the 16-18 population.
- With Covid-19 there is the risk of a 'lost generation resulting from the economic disruption of lockdown'. Higher unemployment and more part-time only employment are inevitable.
- The economic consequences will shake out weaker businesses (and the kinds of jobs that go with them). Many people will need to prepare themselves to compete for jobs which are different from those they have been used to.
- The higher education sector will be hard hit: some will ride the storm but other institutions will need to rethink their mission – or the government will do it for them.
- ECC's current financial position is unlikely to provide the investment needed to develop infrastructure and support the offering.
- The necessity to resort to online learning will probably encourage/kick-start a more IT reliant pedagogical approach – raising challenges for staff and the provision of equal opportunities for students.
- BREXIT will require adjustments of its own – which are as yet unclear.



**We will encourage, inspire and develop learners to reach the apex of their abilities and aspirations.**



Our strategy needs:

- To be resilient: so we will ensure that it is adaptable to the changing needs.
- To see us be ready and prepared to retrain: so we will model the likely needs now (including those of our staff).
- To ensure that we take every opportunity to influence public policy – particularly in the further education/ higher education area. So we will stay abreast of and influence the agenda, identify opportunities and discover where and with whom we can influence policy to best effect.
- To ensure that we are recognised and respected: we will start by trumpeting that ECC did not close and keep telling the many other good stories.
- To look to providing attractive part-time learning opportunities for those in part-time work. We will ensure we reach out to this market and have the necessary flexible provision to embrace it.
- To be professional about building self-esteem to convince potential learners "you are worth it and you can do it!" So we will embed this mantra in our communications.
- To prepare for the changes that the next years will bring by teaching the importance of learning how to learn – a study in its own right. So we will emphasise this and put it at the heart of every programme.
- To adopt an estates strategy that responds to the new dawn – e.g a campus in Great Yarmouth market place and modern facilities throughout. So we will critically develop a comprehensive and ambitious plan together with funding options.
- To see enhancing investment as a must not merely a nice option. So we will ensure financial planning takes account of this priority.
- To ensure that curriculum planning stays ahead of the curve: corporation should hear what senior staff are thinking. So corporation will expect to receive regular formal visionary 'Forward Looks'.
- To enhance response to climate change by embedding a green commitment into strategy and decision making.
- To address the question whether ECC is big enough to survive and the opportunities for new partnerships or merger(s) we will undertake a rigorous options appraisal.

By adopting the above strategic approach, the College will be well placed for a successful decade.

**Rob Evans**  
Chair Designate  
July 2020

On a day-to-day basis when we do our jobs well we transform lives. We do this for individuals, we do this for business and we do this for our communities. We do it in many different ways and through many different routes and even through different brands – for our many different stakeholders.

Since East Coast College was first formed we have travelled significantly. We have created a Team ECC culture, aligned provision to regional priorities, stabilised finances and achieved a 'Good' Ofsted validation.

### A reimagined curriculum

At the publication of the first East Coast College Strategic Development Plan we articulated that a curriculum provides for five key elements, that on reflection, and with a little refinement can take us across the next decade of this plan.

1. High quality information, advice and guidance so all students are supported to find their place.
2. All students develop skills and qualifications they need including digitisation and environmental connection.
3. All students are supported to progress positively.
4. All students receive a curriculum that is defined and supported by students, the community and employers.
5. Students are supported in their wellbeing and civic contribution whilst at College.

We have also endured a pandemic, in Covid-19, which will have lasting effects in communities. We will need to respond as job markets are restructured, business finds new ways to survive and youth employment becomes more challenging.

If we cast our eyes over our history across generations for 140 years we have provided an ever changing and responsive curriculum responding to our needs. This new curricula will need to respond rapidly to the three key challenges of our generation:

- Post Covid-19 recovery in creating active citizens that are healthy and community orientated.
- The digitisation of industry and the learning agenda.
- Creating a sustainable future for the planet by local action in how we work and learn.

These will go far beyond the traditional educational approaches in colleges that I outline above but a response to these must be at the forefront of our minds.



### Collaboration

For students, finding autonomy means to determine their futures, to become independent, confident and ambitious for themselves, their families and communities. If we teach them well they soon discover that to thrive requires interdependence and a collaborative mind set.

To survive and thrive within the 'new normal' we must take institutionally a proactive approach to collaboration. At a course level this will be a continuation of collaboration with employers, parents and our students. At a departmental level this means co-designing and creating content, interventions and innovation through partnerships.

At a College level this means seeking new partnerships and relationships that enhance curriculum, enhance financial opportunity or enhance quality. This may mean that we give up some autonomy in order to become part of something bigger and better. In the coming years new formations and institutions will be created to address our new economy. This might be in Institutes of Technology or exploring formal merger or acquisition opportunities.

We can now look back and see successes from our recent history and we have much to celebrate. In 2020 the College has had its most successful year in its post-war history. It is important that this narrative is front and centre. We must now contribute to the next chapter in our 140-year story.

### Community impact

Colleges are the centres of a civic network. There is a necessity to occupy this space for Great Yarmouth and Waveney, but also further within our region. Our 'community impact' College will be one which stretches beyond courses and it is an essential, integral, engine of social change – a civic anchor. The College needs to respond meaningfully to using skills and education as a method of growing social capital and economic prosperity. The College signals how we will respond to local needs such as inequality, social isolation, rising mental health concerns, intolerance and environmental concerns. There is also an opportunity for the community to step closer to the College to provide industrial placements, sponsorship and advocacy.

This plan sets out our purpose and outlines ambitions for our next decade that are both desirable and necessary for our communities to develop talent and grow our communities.

**Stuart Rimmer**  
Chief Executive Officer  
July 2020



**To survive and thrive within the 'new normal' we must take institutionally a proactive approach to collaboration.**



# OUR AMBITIONS BY 2030 WE WILL HAVE...

## Achieved Ofsted 'Outstanding'

We will have achieved the Ofsted 'Outstanding' grade, demonstrating high quality provision.

## 95% Student Satisfaction

Demonstrating our students are happy in their learning.

## 750k Annual Capital Investment

Protecting, investing and developing the Colleges' facilities and the community's assets for future generations.

## Increase Participation

- Increased apprenticeships to 1000 in learning annually
- Increased HE to 1000 FTE studying and open a HE centre in Great Yarmouth town centre
- Increased 16 – 19 provision to 3000 with at least 10% on T Levels



## Become a Times 100 Employer

We will have become a Times 100 Employer, demonstrating we are an employer of choice.

## Turnover £35 million

We will have ensured we continue to have a financial stable college and grow through curriculum development and acquisition or merger.

## Invested £30 million through our Property Strategy

To provide a quality learning and working environment.

## Financial Health Good

We will have ensured we continue to have a financial stable college.

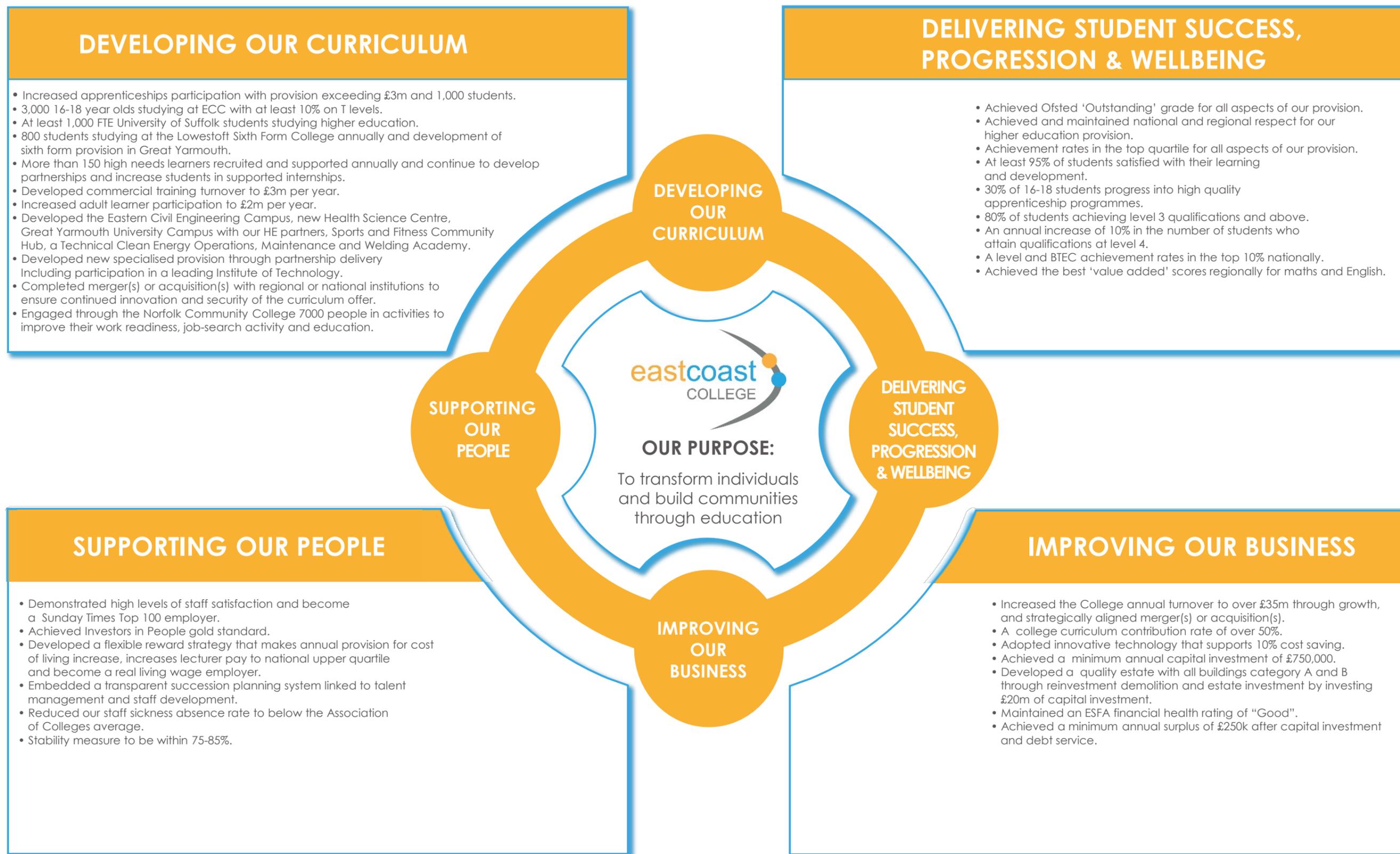
## Improving our Sustainability

We will have reduced our carbon emissions by 70%.

## Securing Positive Destinations

We will offer a "Destination Guarantee" to all students.

# Our Strategy Map 2020 - 2030



# INTRODUCING THE ECC FAMILY



# THE UNIVERSITY OF SUFFOLK



# LOWESTOFT SIXTH FORM COLLEGE



In partnership with the University of Suffolk we offer higher education at both our Great Yarmouth and Lowestoft Campuses.

In 2019, 74% of graduates achieved a 1st or 2:1.

Student satisfaction was unrivalled in Norfolk and Suffolk with 86% students satisfied with the quality of the course, 89% satisfaction with teaching and learning opportunities, 84% assessment and feedback satisfaction and 85% academic support satisfaction.

In 2020 we validated four new courses and introduced five new HN programmes.

Lowestoft Sixth Form provides A Levels and BTECs and offers an excellent student experience. In 2019, 99.7% of our A Level students passed their exams, with 74% achieving A\*- C grades. Our BTEC students did equally well, with 100% passing their diploma course and 89% achieving distinctions.

We are rated among the top 25% of colleges in the country and in the top 1% for Maths and Physics. 98% of our students had positive destinations and 63% moved to HE.

Our consistent outstanding results are testament to the work of our dedicated staff and students. Our staff deliver high-quality teaching and support, whilst working closely with parents and carers to nurture students' goals and help them to progress onto their chosen destinations.

“ Supporting the economic and social future of our students and local community through the provision of challenging, accessible and vocationally-relevant higher education programmes. ”

- Kerry Payne, Assistant Principal Head of Higher Education and Access

“ We enable our students to excel and progress beyond expectation in an outstanding learning environment. ”

- Keith Sheils, Principal at Lowestoft Sixth Form College



# APPRENTICESHIPS AND TRAINING



East Coast College is widely recognised as one of the best providers of apprenticeships across East Anglia; we have a wide choice of apprenticeships available to suit all industries and sectors including engineering, construction and trades, business, hair and beauty, early years, hospitality and catering, and marketing and digital media.

In 2019 we had over 800 apprentices and worked with 400 employers resulting in 98% of apprentices gaining permanent employment.

Apprentices attend college to boost their skills and qualifications whilst also gaining realistic experience in the workplace.

“ Providing a high quality apprenticeship offer that supports industry and apprentice’s needs and provides a positive outcome for all. ”

- Rachel Bunn, Assistant Principal, Apprenticeships and Employer Engagement



# NORFOLK COMMUNITY COLLEGE



The Norfolk Community College Project is part of the Building Better Opportunities programme, which has received funding from the European Social Fund and the National Lottery Community Fund. It supports long term unemployed people facing complex and multiple barriers across Norfolk to move towards and into employment. It has helped 108 participants move into education, 109 into self-employment and 24 economically inactive move into job searching.

Norfolk Community College provides support to people aged 25 and above who have been out of work for a long period of time, and who need extra support to find employment. This might include support to learn new skills, to retrain for a new jobs, or to become self-employed.

“ The Norfolk Community College will support our communities through outreach, supporting students to become economically and socially active through the development of skills. ”

- Kevin Bayes, Business Development Manager (Community)



# TRAINING FOR OUR BUSINESS COMMUNITY

eastcoastenergy  
TRAINING ACADEMY

NEXUS  
INNOVATE · CULTIVATE · EVOLVE · CREATE  
PRE 16 OFFER

eastcoast  
MARITIME COLLEGE

eastcoast  
CIVIL ENGINEERING  
& CONSTRUCTION

## East Coast Energy Training Academy

ECETA works with key sectors and employers to support the region's clean energy ambitions working across renewables, solar, gas, new nuclear, decommissioning and offshore wind. It provides world-class provision in our state-of-the-art facilities to ensure a suitably qualified and skilled workforce that supports current and future skills needs. During 2020 we have agreed two new partnerships with Total Solutions and Maersk Training to support specialist training in the energy and construction sectors.

The opening of the Energy Centre has seen over 340 employers access its facilities and 21 sector events held.



**Supporting employers to access high quality training to ensure a skilled workforce and business resilience.**



- Rachel Bunn, Assistant Principal for Apprenticeships and Employer Engagement

## East Coast Civil Engineering and Construction

This centre opened in 2020 and will support development in the civil engineering sector providing opportunities for apprenticeships, short courses and retraining to meet our regional skills needs.



**This centre will support the forthcoming development in Civil Engineering and Construction trades to ensure that skills can be developed and maintained in the region.**



- Rachel Bunn, Assistant Principal for Apprenticeships and Employer Engagement

## Nexus

Nexus Training provides STEM excellence to pre-16 provision. It joined ECC in 2020 and will provide support to schools and the College to support STEM delivery and career aspirations in our world-class facilities.

## Offshore Wind

This specialist centre at Great Yarmouth provides core training for the wind sector and supports adults to retrain and upskill for careers offshore. In 19/20 78% of attendees had positive progression into the energy sector and we were awarded LEP funding of £111k for phase 2.

## East Coast Maritime College

Lowestoft has a strong Maritime heritage and the college has close links to the Maritime and Energy industries. Our specialist Maritime provision attracts many international students as well as supporting the growing needs of the East of England's renewables sectors.

The College has state-of-the-art simulator facilities and for Survival at Sea training a range of severe weather conditions can be simulated in a dedicated environmental pool.

Student satisfaction is high at 90% throughout the curriculum and external exam achievement is above national average.

In 2020 we launched our new Maritime Merchant Navy Deck Cadet Programme and the Merchant Navy Engineering Cadet Programme is to be launched in 2021.



**Providing first class maritime education, training and consultancy to the maritime industry. Supporting the government's vision and ambitions for the future of the British maritime sector "Maritime 2050"**



- Kerry Payne, Assistant Principal Head of Higher Education and Access



# DEVELOPING OUR CURRICULUM



## Our Intent

In order to succeed, the College needs to have a responsive curriculum. It will be developed in the context of national and local priorities in Great Yarmouth, Waveney and New Anglia.

The more students we attract, the more that our community will benefit.

We will create a framework for the development of skills and the achievement of qualifications which will support effective progression into further education, higher education, apprenticeships, or good quality employment.

The College will invest to grow new provision linked to regional priorities, withdrawing from provision not meeting regional or community needs.

The College's curriculum will respond to sustainability, digitalisation and the requirement for remote learning.

## We will do this by:

- Proactively developing new curriculum for future job opportunities in New Anglia by shaping our curriculum offer by listening and responding to local and regional employers and recognising the priorities of New Anglia Local Enterprise Partnership including digital, clean energy and agri-tech.
- Providing in response to Covid-19 responsive and agile new training and tackling barriers to work.
- Inviting our adult community to their 'learning hub' for retraining and up-skilling, building economic and social capital.
- Developing new apprenticeships provision in emerging sectors.
- Increasing the number of students each year studying higher, technical and professional qualifications at levels 3, 4 and 5 - including 'T' levels.
- Increasing our volume of level 4 qualification and degree level participation through our University of Suffolk programmes.
- Developing regional centres of specialism that are recognised for excellence in key sectors of energy, care and foundation learning.
- Improving the marketing and communications of the College to ensure growth, secure a strong reputation and keep our community informed.
- Seeking and attracting new income streams through projects and partnerships.
- Becoming the first choice for A level study at Lowestoft Sixth Form College and creating more sixth form opportunities in Great Yarmouth.

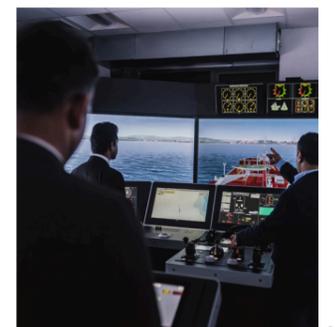
- Ensuring that digital and environmental sustainability underpins "green curriculum" development.
- Becoming the largest STEM, Health Science and Creative and Digital centres for the region.
- Providing strategic partnerships to large infrastructure employers.
- Demonstrating high levels in graduate employment through destination data.
- Developing and introducing new degree level apprenticeships as required by the curriculum or in response to employer request.
- Increasing the range of HND/C programmes and at post graduate level.
- Providing flexible attendance options across the curriculum offer.

## By 2030 we will have:

- Increased participation in apprenticeships, with the provision exceeding £3m and recruiting 1,000 students in learning each year.
- 3,000 16-18 year olds studying at East Coast College to include at least 10% students studying on T levels.
- At least 1,000 FTE University of Suffolk students studying higher education at East Coast College.
- 800 students studying at the Lowestoft Sixth Form College annually and development of sixth form provision in Great Yarmouth.
- More than 150 high needs learners recruited and supported annually and develop partnerships and increase in supported internship.
- Developed commercial training turnover to £3m per year.
- Increased adult learner participation to £2m per year.
- Developed the Eastern Civil Engineering Campus, new Health Science Centre, Great Yarmouth University Campus with our HE partners, Sports and Fitness Community Hub, a Technical Clean Energy Operations, Maintenance and Welding Academy.
- Developed new specialised provision through partnership delivery including participation in a leading Institute of Technology.
- Completed merger(s) or acquisition(s) with regional or national institutions to ensure continued innovation and security of the curriculum offer.
- Engaged through the Norfolk Community College 7000 people in activities to improve their work readiness, job-search activity and education.

“**East Coast College will deliver and continue to develop a curriculum that meets the needs of industry, local businesses and community.**”

- Paul Padda, Deputy Principal, Curriculum and Quality



# DELIVERING STUDENT SUCCESS



## Our Intent

ECC provides an outstanding, dynamic, experiential learning environment, where positive wellbeing is the expectation for all. This environment produces learners who flourish by being confident, healthy, safe, emotionally resilient, happy and secure in their future prospects.

All students at East Coast College will have access to high quality teaching, learning and assessment and the opportunity for the development of skills that support their personal progression and their wellbeing. High quality learning will be the expectation both online and offline to provide flexibility to respond to a post Covid-19 world.

We will prepare our students to face and relish the challenges ahead. We will embrace diversity and promote respect, helping students fulfil their academic and personal potential and become thinking, questioning and caring members of society.

## We will do this by:

- Embracing a culture of reflective practice and improvement, innovation and ambition leading to excellence in teaching and learning.
- Working collaboratively with community groups, partner providers and employers to ensure a curriculum to support all learners in our local region including:
  - Employer co-delivering content and specialist skills through delivery in areas such as T Levels.
  - Partnerships to support the most vulnerable and disadvantaged through our Community College, Prince's Trust and specialist providers for students with special educational needs.
  - Community and third sector organisations that support the health and wellbeing of our students.
- Ensuring that we assist our learners to be emotionally resilient and have the skills to respond to unexpected life changes.
- Developing the digital skills of our staff and students and ensuring that they are not detrimentally affected by digital poverty.
- Creating outstanding learning environments and utilising the best teaching and learning methods for the 21st century providing high quality digital learning.
- Providing all our students with meaningful work placements that assist in their development.



## By 2030 we will have:

- Achieved Ofsted 'Outstanding' grade for all aspects of our provision.
- Achieved and maintained national and regional respect for our higher education provision.
- Achievement rates in the top quartile for all aspects of our provision.
- At least 95% of students will be satisfied with their learning and development.
- 30% of 16-18 students will progress into high quality apprenticeship programmes.
- 80% of students will achieve level 3 qualifications and above.
- An annual increase of 10% in the number of students who attain qualifications at level 4.
- A level and BTEC achievement rates in the top 10% nationally.
- Achieved the best 'value added' scores regionally for maths and English.



**East Coast College delivers high quality technical and professional teaching, ensuring students make excellent progress resulting in high achievement rates and outstanding progression. By providing an environment that enables learners to flourish by being confident, healthy, safe, emotionally resilient, happy and secure in their future prospects.**



*- Paul Padda, Deputy Principal, Curriculum and Quality*



# SUPPORTING OUR PEOPLE



## Our Intent

The aim of the People Strategy is to support the College to deliver its vision and support its team with people as a strategic driver of change. Throughout two successive mergers the College has worked to create a sense of teamship - a collegiate approach that engenders trust and a sense of belonging.

In this strategy we have the opportunity to build on our successful foundations to continue to grow our own and support our employees to achieve their fullest potential. The next phase of our People Strategy has been designed with four key pillars to take our workforce to the next level. These are to:

- Be an employer of choice in region.
- Develop a future ready workforce.
- Support leaders to develop people and Team ECC.
- Provide effective wellbeing.

## We will do this by:

- Developing a People Strategy that promotes and enhances staff recognition schemes.
- Developing more flexible and innovative ways of working to respond to post Covid-19, digitalisation and the sustainability agenda.
- Increasing staff engagement by ensuring that roles are directly aligned with the strategy.
- Embedding our new values through everything we do from recruitment to managing performance.
- Continuing to maintain the reduced gender pay gap position.
- Ensuring equity in teachers' pay across all campuses.
- Establishing succession planning for all roles to continue to 'grow our own'.
- Implementing a graduate scheme for our own students.
- Using reliable meaningful KPIs to promote healthy competition that champion the great and challenge the inadequate.
- Ensuring managing and improving performance is a key management responsibility.
- Strengthening the framework for our leaders to manage the workload and wellbeing of their staff.



## By 2030 we will have:

- Demonstrated high levels of staff satisfaction and become a Sunday Times Top 100 employer.
- Achieved Investors in People gold standard.
- Developed a flexible reward strategy that makes annual provision for cost of living increase, increases lecturer pay to national upper quartile and become a real living wage employer.
- Embedded a transparent succession planning system linked to talent management and staff development.
- Reduced our staff sickness absence rate to below the Association of Colleges average.
- Stability measure will be within 75-85%.

“ Supporting the College to deliver its vision, with people as a strategic driver of our positive change. ”

- Ann Wall, Director of People and Wellbeing



# IMPROVING OUR BUSINESS



## Our Intent

Our aim is to improve our business through successful business structures and processes supported by an effective infrastructure, data management and support functions. We will provide students and staff with excellent buildings, facilities, industry standard equipment and a positive environment to work and learn.

We will enable staff and students to operate successfully in a digital environment both on and off campus. We will tackle digital poverty through supporting students with the equipment and skills needed to ensure that no student is excluded.

We will develop business intelligence to inform decision making and reduce costs.

Through this strategy we will reduce the overall College's long term liabilities and provide provision for future investment.

## We will do this by:

- Becoming a sustainable "Green College" and developing green public spaces across our estate.
- Developing an Estate Strategy which secures and develops the College's facilities and the community's assets for future generations.
- Developing a Technology Strategy that creates leading data management and systems needed to run the College effectively and supports staff and students to work flexibly.
- Aligning our investments and resources to our strategic priorities to support the development of new curriculum, projects and partnerships.



## By 2030 we will have:

- Increased the College annual turnover to over £35m through growth, and strategically aligned merger(s) or acquisition(s).
- A college curriculum contribution rate of over 50%.
- Adopted innovative technology that supports 10% cost saving.
- Achieved a minimum annual capital investment of £750,000.
- Developed a quality estate with all buildings category A and B through reinvestment demolition and estate investment by investing £20m of capital investment.
- Maintained an ESFA financial health rating of "Good".
- Achieved a minimum annual surplus of £250k after capital investment and debt service.

“ Our key focus in improving our business will be embracing the digital revolution and responding to the sustainability crisis. ”

- Urmila Rasan, Deputy Chief Executive





The college operates a policy of openness and transparency in all of its activities.

Further information about the college is freely available from the following sources:

- Information on governance can be found on our website at [www.eastcoast.ac.uk/governance](http://www.eastcoast.ac.uk/governance)
- The college's published annual report and consolidated financial statements can be found at: [www.eastcoast.ac.uk/about-us/corporation-governors/financial/](http://www.eastcoast.ac.uk/about-us/corporation-governors/financial/)
- Our equality policy can be found on our website at <https://www.eastcoast.ac.uk/college-literature/>
- To contact a member of our senior management team, please contact Wendy Stanger, Director of Governance at [w.stanger@eastcoast.ac.uk](mailto:w.stanger@eastcoast.ac.uk)
- The college's Freedom of Information officer is Wendy Stanger, Director of Governance