

LEICESTER COLLEGE STRATEGIC PLAN 2018-2021



Consultation Draft

Our Vision

Ambition

Leicester College is the first place people come to if they want to develop the skills and knowledge they need for careers and further study. Our teaching, learning and outcomes are consistently Good to Outstanding. We have high expectations of all our students and apprentices.

We are the best source of professional and technical education and training for young people in Leicester and Leicestershire and the place to go to for a high quality route into higher education.

All our students and apprentices make good progress from their starting points and move on to positive destinations that reflect their aims and aspirations.

Inclusion

We are the entry point for adults wanting to improve their English and maths and the source of skills training and support to enable people to make a valuable contribution to society.

We are known as a College committed to offering excellent provision for people with special educational needs and disabilities and we are celebrated as an inclusive and welcoming place to study. We are respected as an important part of the community of Leicester.

Collaboration

An important contributor to the economic success of Leicester and the surrounding region, we have a reputation for collaboration and creativity.

We are focussed on getting people into work and improving the employability skills of individuals who study with us. We are first choice for employers seeking top quality training and workforce development. Our business customers value our relationships with them and say that training makes a positive impact on their company's performance.

Excellence

Our high standard training facilities are well equipped to meet the skills challenges of the East Midlands; we are famous locally and nationally for our professional, technical and other specialisms.

As an excellent employer, we are able to recruit and develop expert practitioners who are influential in their fields and are committed to the College as a learning community. Innovative curriculum design and delivery places the emphasis on technology and enterprise and our Study Programmes ensure that young people develop the digital skills required to succeed in the modern workplace.

Our customer service is excellent and we are proud of the ways in which we involve our students and customers in making the College better.

Introduction

In consultation with stakeholders and taking account of what we see as the main influences and challenges, we have developed this Strategic Plan for the College for the next three years. It sets out the framework for achieving our Vision and the indicators by which we will judge whether we have been successful.

The College's plans for the next three years are informed by a range of influences. Notably, these include national government policy, the funding which the College derives from central government and the priorities assigned to areas of education and training.

The funding environment for this, and all further education colleges, remains highly challenging. The focus for the College will be on maintaining and improving its high standards while continuing to adapt to ensure it remains a strong and resilient institution. A new Comprehensive Spending Review and review of post-18 funding may also create further changes for the FE sector.

Guiding us over the life of this Plan will be our Mission and our Values. We will make decisions about the College's future and assess our success against these statements.

Our Mission

To equip people with the skills they need to be successful in education, in work and business and in their personal lives.

Our Values

- Ambition
- Inclusion
- Collaboration
- Excellence

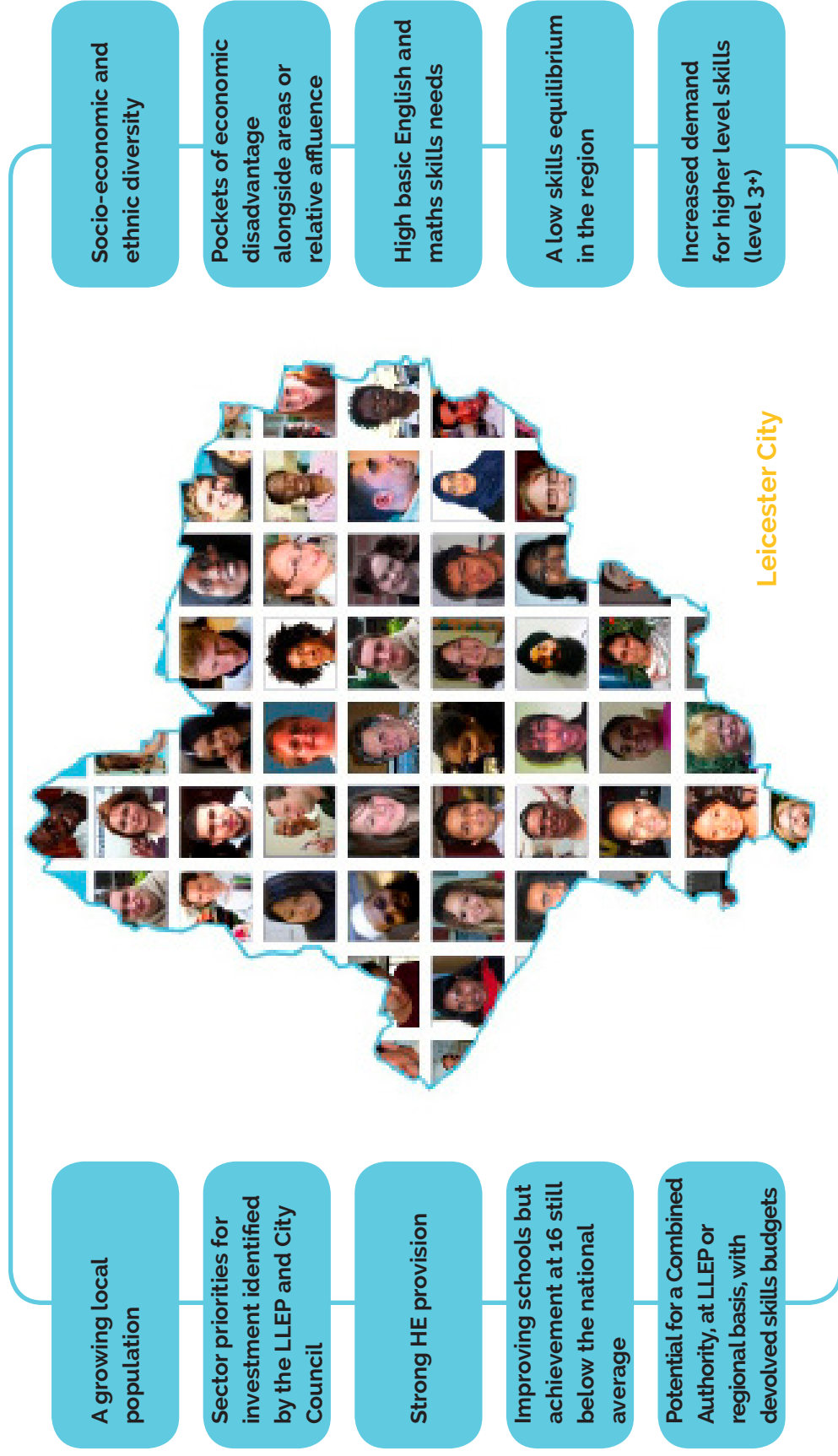
Our Context

Leicester College is influenced by both local and national contexts, both of which have the potential to create significant change for the College.

The national context remains challenging for this and other FE colleges. Ongoing reductions in funding, a new Comprehensive Spending Review in 2019, the potential for more devolution of budgets combined with continued tightening of immigration controls and the impact of Brexit mean that the national environment will remain volatile with the potential for significant and ongoing change to skills supply and demand.

Ongoing expectations around private investment through fees and loans, the implementation of national skills policy around apprenticeships, T levels and English and maths will continue to mean the College reshapes its offer to respond to both local and national policy and demand.

Key features of the local context



Our Strengths

- High standards of education and training including TEF Gold for our Higher Education.
- Technical and professional expertise and excellent equipment and resources across many sectors including those identified as locally significant.
- High quality professional facilities benefitting from recent investment in construction, motor vehicle engineering and sport.
- An ambitious plan for future investment through the Skills Park.
- Expertise in English and maths for adults particularly for speakers of other languages; IELTS test centre.
- Careers hubs and expertise in advising and preparing people for employment.
- A strong and broad Apprenticeship offer.
- A popular and successful distance learning programme.
- Good relationships with local employers and key stakeholders based on our track record.
- Excellent support for students.
- Strong partnerships and a long history of collaborative working with a range of partners which draws on and utilises their specialisms and areas of expertise.
- A longstanding relationship with De Montfort University.
- A track record of successfully leading and managing change.
- A strong focus on equality, diversity and inclusion within learning and teaching and in all our practice across the College.

Shaping the Future of Skills in Leicester

Leicester and Leicestershire needs a successful and responsive FE college in order to meet the significant demand for both professional and technical provision and English and maths for adults. The College is committed, in pursuing its Mission, to continuing to meet the needs of local people and businesses.

In line with the Government's current plans for technical education and apprenticeships, and taking into account local market conditions, the College will need to reshape existing provision and also develop a new T level programme in order to ensure it maintains a relevant and attractive offer. We are committed to working with schools in the City and beyond, including the new school to be established near our Abbey Park Campus, and looking at ways to build technical and vocational capacity in Leicester.

The College's ambitious plans for its Skills Park are designed to create a hub for technical and professional education and training excellence in a part of the City benefitting from development investment. The Skills Park will attract potential students to skills sectors in areas of demand and contribute to the growth and regeneration of the City of Leicester.

Nevertheless, external pressures on this and other colleges will require it to work differently, to be more responsive and innovative. In such a context, while holding to its core purpose, there are certain imperatives which will shape exactly how the College works to achieve its Mission and Vision.

We must live within our means – ongoing reductions in government subsidy for adult learning mean that it is no longer sustainable to provide the offer we have in the past. We must focus on areas where we know there is demand from employers, where we have expertise and where we know there will be the biggest impact.

We must maintain our high quality – the College has a track record of delivering high quality professional and technical provision. Whatever decisions are made about the future and whatever future changes impact, we must ensure that our reputation for quality and our ability to equip people with the skills they need to progress and succeed in whatever they choose is unaffected.

We must think radically - the challenging nature of the funding environment means we may need to consider significant and radical options for the College's future. This will involve robust reviews of what the College does and how it does it. It may also mean consideration of new models or relationships that would benefit students and the College, and enable it be more resilient to future change and to thrive.

We must use the knowledge and advice of our stakeholders – alignment with local priority sectors will be crucial. Only by listening to and acting on stakeholders' feedback will we be able to give them – students, employers, parents and carers - the high quality learning experience they need and expect from us.

We must harness the passion, professionalism and dedication of our staff - the skills, professionalism and dedication of teachers, support staff and managers are critical to the College's success. We must continue to develop their skills and expertise to enable us to respond flexibly and quickly to the changing environment and to take advantage of the opportunities that arise.

Holding Ourselves Accountable

In fulfilling our Mission we must be accountable to our students, staff and the wider community. This includes by:

- Involving students in the running of the College through two student governors and a Student Liaison Committee of the College's Corporation.
- Making good use of our students, staff and governors as active and proud ambassadors of the College
- Involving employers in the development of the Curriculum offer and engaging them in the life of the College.
- Consulting students and stakeholders on the development of strategy including this plan.
- Conducting annual surveys of students, employers and staff to assess their satisfaction with the College's services.
- Operating a course representative system which has won national awards.
- Publishing annual reviews and reports.
- Having an open complaints procedure.
- Making Governing Body minutes publicly available.
- Publishing a Public Value statement.
- Publishing and reporting against Key Performance Indicators (KPIs).
- Participation in local groups and networks providing opportunities for two-way dialogue with local partners and stakeholders.

We will continue to use these and other ways to gather feedback and publicise our contribution and our success.

Our Priorities For 2018-2021

Our Priorities for action over the next three years will be as follows.

Our Priorities	Key Performance Indicators
<p>1. Raise standards of teaching, learning and assessment to ensure students and apprentices make rapid and sustained progress and have high levels of achievement.</p>	<ul style="list-style-type: none"> • Achievement rates • Timely Apprenticeship achievement rates • Value added data • Attendance data • Retention data • Lateness data • Student and employer survey data
<p>2. Develop the curriculum in preparation for the reform of technical education and the introduction of T levels, taking a leading role with employers in developing and promoting new routes.</p>	<ul style="list-style-type: none"> • Student number and income targets • Financial objectives
<p>3. Make a positive contribution to the economic success and growth of the region by focussing on specialisms and priority skills areas and enhancing the employability of all students and apprentices.</p>	<ul style="list-style-type: none"> • Destination data • Internal progression data • Survey data • Work experience data
<p>4. Attract, develop and retain high performing staff who contribute positively to the College as a learning community.</p>	<ul style="list-style-type: none"> • Staff culture survey results • Staff profile • Staff turnover • Staff sickness absence
<p>5. Provide first-class facilities and an advanced IT infrastructure that support excellent teaching and learning and efficient and innovative business operation.</p>	<ul style="list-style-type: none"> • Student and staff survey data • Network up time statistics • Response time statistics
<p>6. Create a sound financial base that enables annual reinvestment in students, staff and the estate.</p>	<ul style="list-style-type: none"> • Student number data • Income • Financial objectives
<p>7. Enhance the College's leading role in the local area as a community asset providing a safe and welcoming environment that supports the needs of all students.</p>	<ul style="list-style-type: none"> • Survey data • Disciplinary data • Safeguarding referrals

The College will monitor achievement of these and will report annually on how far it has been successful in achieving these.

Further detail is set out in a series of cross-College strategic statements, the College's financial plan and its annual operating statement.

If you have any comments on this draft Strategic Plan, please send them to: vision@leicestercollege.ac.uk by 21 June 2018.