

TRANSFORMING LIVES THROUGH THE POWER OF LEARNING

Group Strategy – Executive Summary

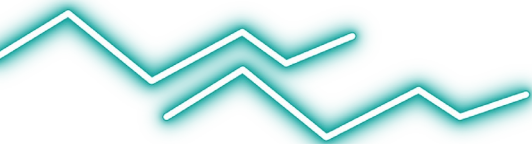


What is our Group Strategy:

- » **A roadmap for our organisation:** representing our different parts and setting out how we need to work together to achieve our goals
- » **Setting out our priorities:** defining roles and responsibilities to ensure we are all moving in the same direction
- » **Maximising our strengths:** to achieve the very best outcomes for our learners

Why are we launching it now?

- » In 2019 we launched our first Group Strategy
- » Our intent was to improve the lives of people in our communities by operating as a social enterprise, incorporating this into our DNA.



We are now looking ahead to 2030...

- » Our aim is to have an even greater, positive impact on our communities
- » We will achieve this through the development and pioneering of evidence-based solutions and research to address the many challenges being faced



Our staff consultation:



The process

Every member of staff across the College and Trust was invited to share their views.

Consultation sessions and online surveys held throughout November 2023.

Questions asked:

- » Are the proposed three strategic themes relevant and helpful to stakeholders?
- » Key opportunities and challenges?
- » Strengths and weaknesses of the draft strategy?

What you told us – Main findings

- » People First is the most popular strategic theme – our people are our priority
- » You want to know more about our plans for LASER and the Anchor Institution concept – this is very much part of what we are launching today
- » You want to engage with the group strategy – the operating plan we have created will help with this and we want your feedback and thoughts on it

What will the Group Strategy do?

- » **Clear direction** – giving you a better idea of what we are trying to achieve as a Group
- » **Encouraging research and evidence-based innovation** – supporting you to pursue new, exciting ideas, underpinned by robust research and evidence

- » **Budgets and resources** – demonstrating how these are being used to support our strategic objectives
- » **Striving to improve** – measuring progress via our KPIs, leading to increased success for staff, students and our communities

Challenges our staff, students and wider communities are facing:



- » Poverty, increased cost of living
- » Mental health and wellbeing
- » Teacher shortage and retention
- » Funding and budget constraints
- » Emergence of new technology / digital divide and inequalities
- » Changing /evolving job markets – necessity to adapt curricula and teaching practices

Through our new Group Strategy we want to empower staff to pioneer and implement solutions to these challenges – rooted in research, evidence and innovation

Mission, Vision and Values



Our Mission



We provide leadership, knowledge and resources to unleash the power of learning as an agent for social change.

Our Vision

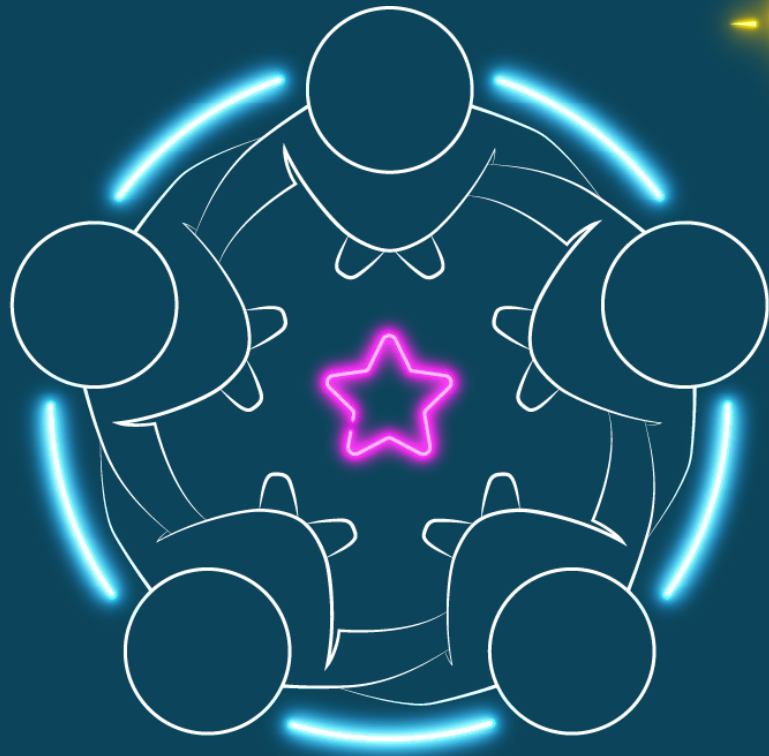
Transforming lives through
the power of learning:
We believe that education
changes communities
for the better.



Our Shared Values

Across our College,
Trust and Foundation

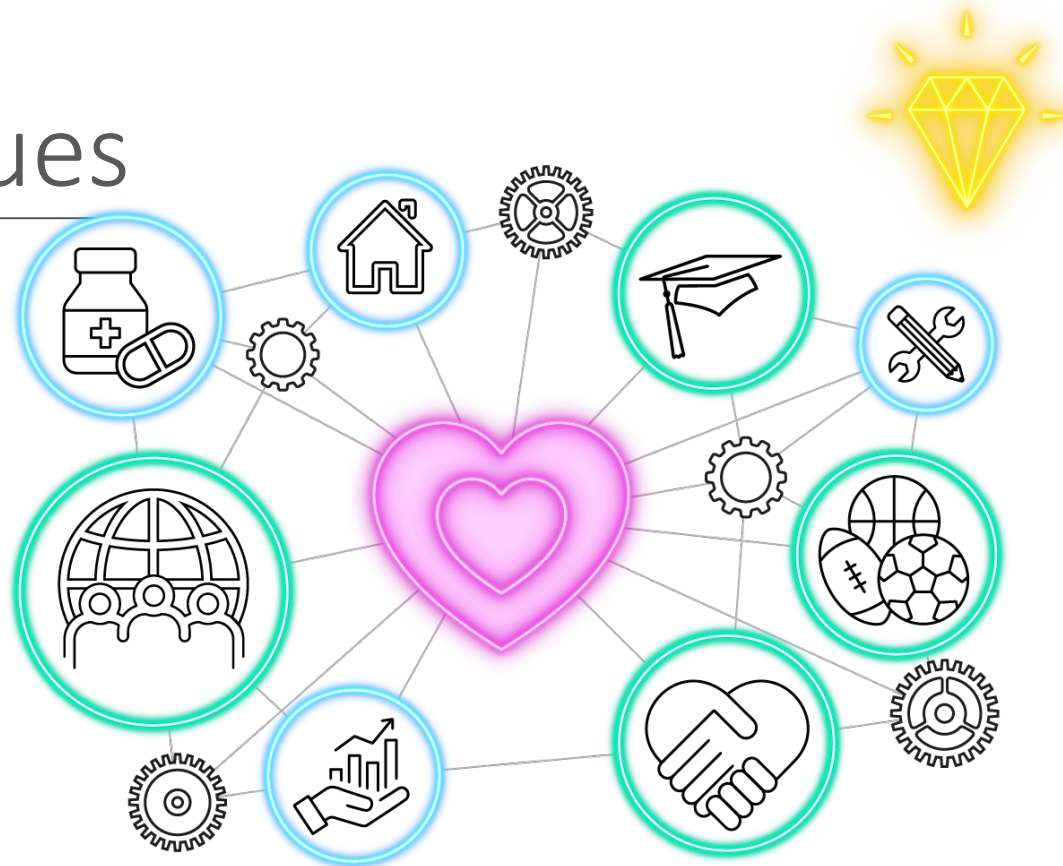
- » Lead Locally
- » Act Responsibly
- » People First
- » Continually Innovate
- » Fearless Pioneers



Our Shared Values

Lead Locally

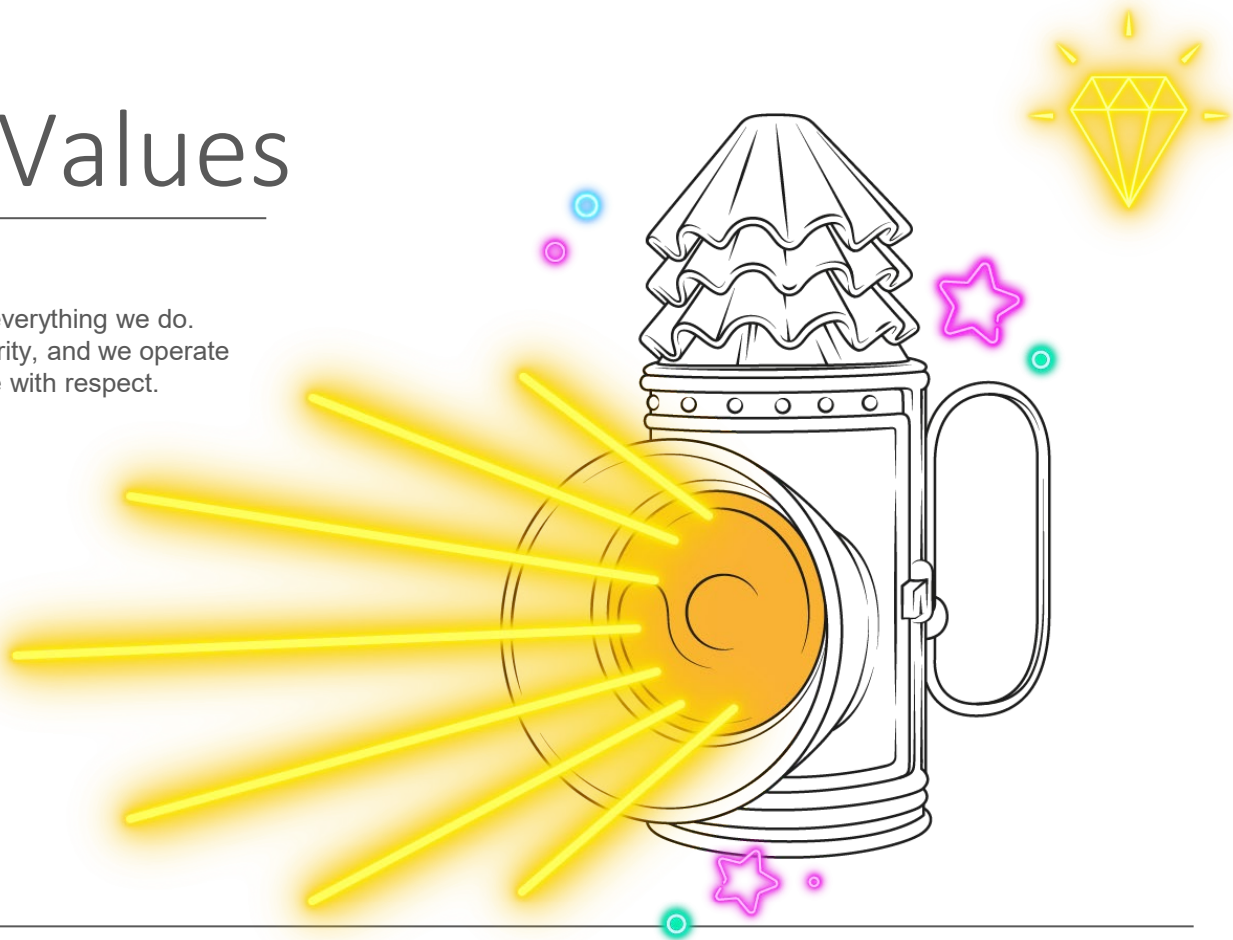
We take our public responsibility seriously. We serve communities and respond to their needs, creating social value and making a strong impact. We are more than education. We are leaders in the community.



Our Shared Values

Act Responsibly

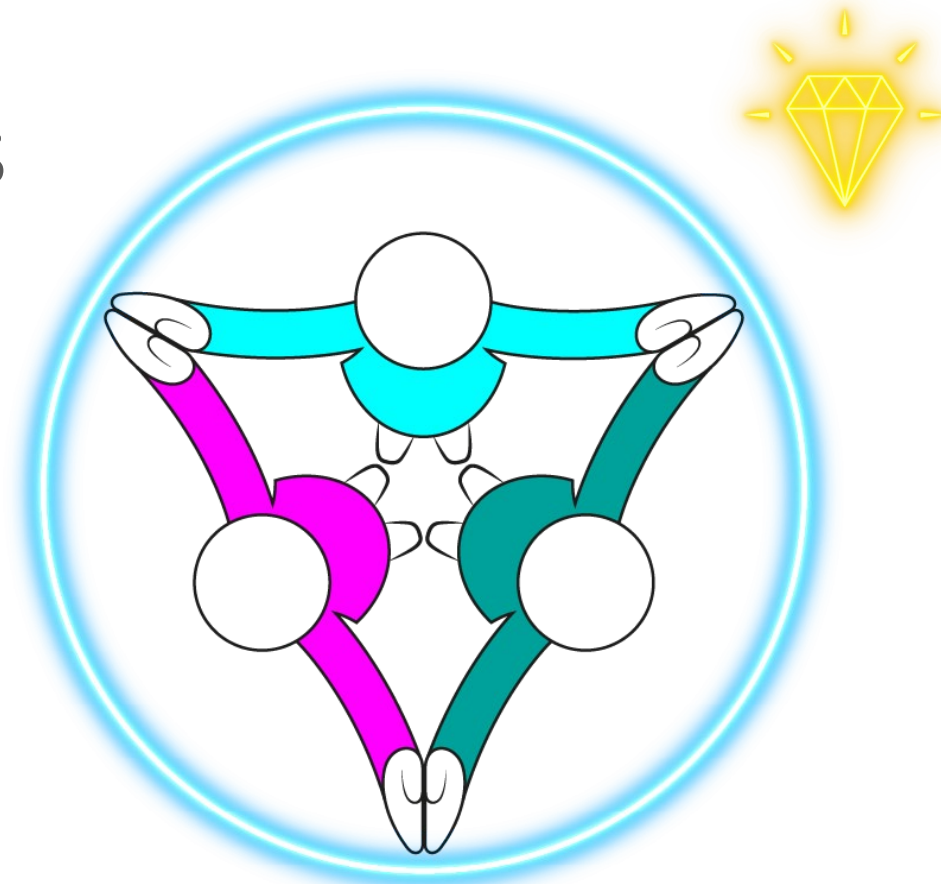
Acting responsibly is core to everything we do.
We are ethical, we have integrity, and we operate responsibly, treating everyone with respect.
We don't let people fail.
We always do the right thing.



Our Shared Values

People First

We are inclusive to everyone. We take a principled and personalised approach by learning, listening and treating everyone as individuals. All decisions are made with people at the centre.



Our Shared Values

Continuously Innovate

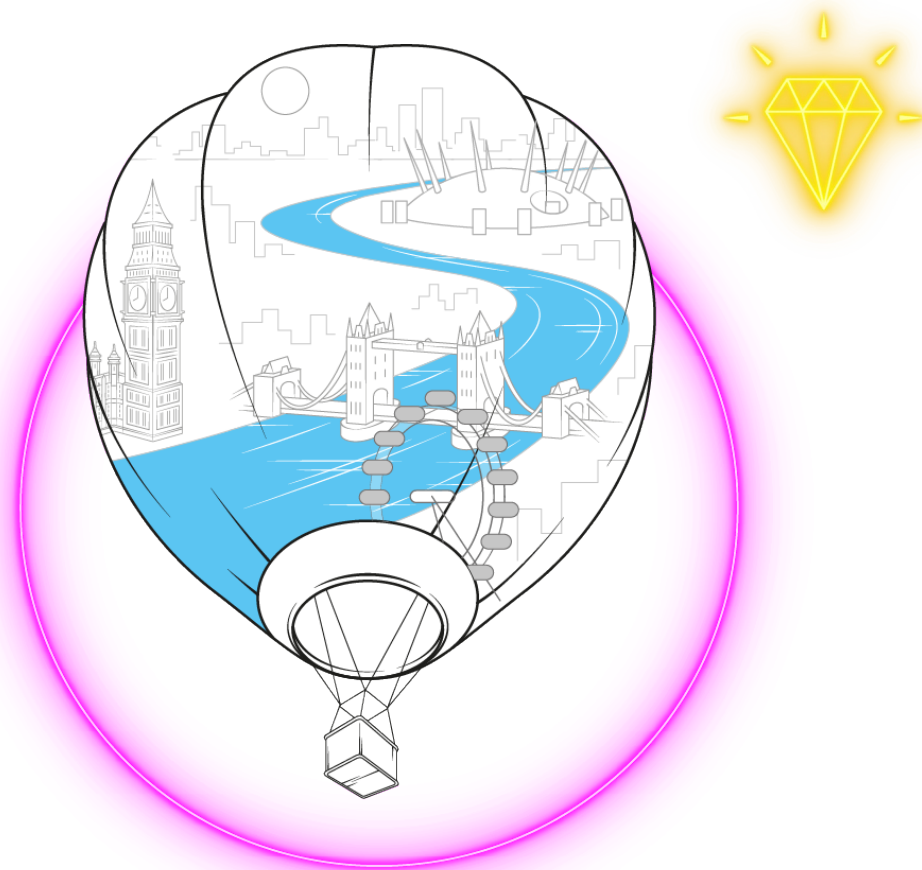
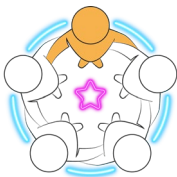
Through our sector leading research and evidence-based policies, we promote best practice. We continually learn, looking outwards and inwards to support and improve the wider system through our innovative approaches.



Our Shared Values

Fearless Pioneers

One step ahead, we look courageously to the future and stand out with confidence. We take the lead in shaping the local and national agenda and are true pioneers of the sector. We are never afraid to take things on.





Our Organisational Values

College

- » Standout
- » Teamwork
- » Accountability
- » Respectful
- » Striving



Demonstrated in all our
settings, every single day

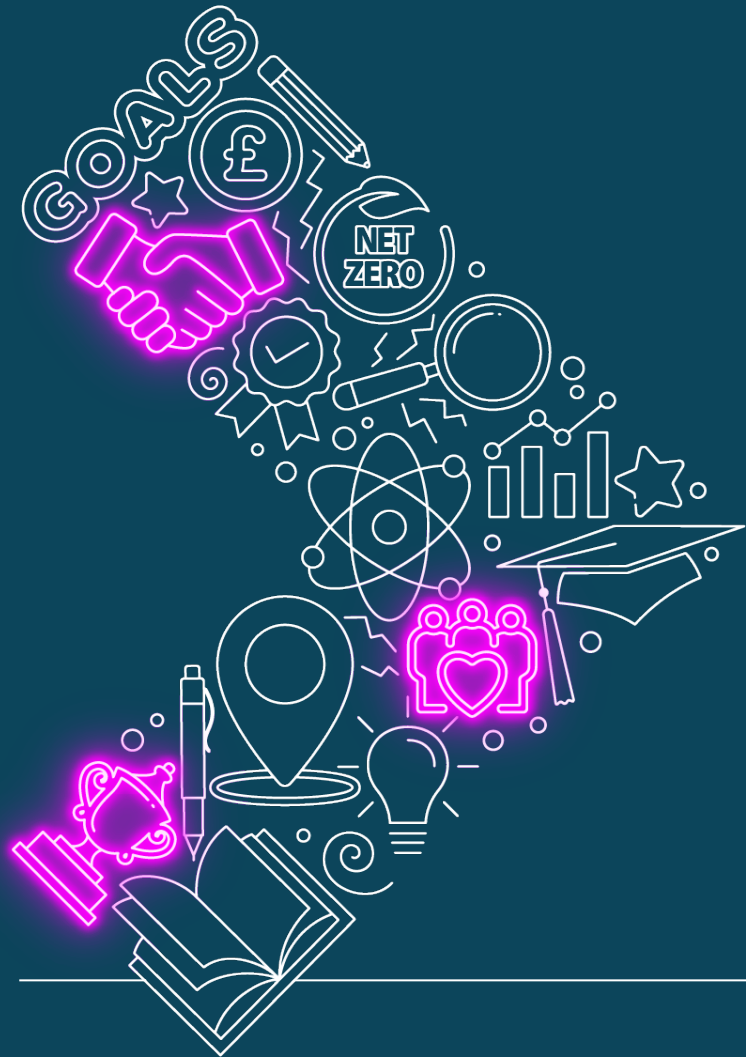


Trust

- » Success
- » Teamwork
- » Achievement
- » Respect
- » Service



Strategic Themes and Goals



Strategic Themes and Goals:

People First

This means: staff are our priority

- » Our people, both staff and learners are amazing
- » They are talented, committed and they care
- » It is through their hard work that we achieve our success



Goal

We will invest in our people to ensure that everyone feels valued and supported.

What do we think success looks like?

We will invest in our people to ensure that everyone feels valued and supported.

- » Happy staff with high retention and a positive work life balance
- » Improved student satisfaction
- » High quality teaching and learning

How can we get there?

- » Collaboration within and outside of our organisation
- » Reducing workload using new technologies



Strategic Themes and Goals:

Performance & Practice

This means: getting better at what we do

- » We want our staff, our learners and our communities to thrive
- » To achieve this, we will focus on evidence-informed performance and improvement



Goal

We will become a research-led organisation to pioneer positive change.

What do we think success looks like?

- » Increased funding
- » Strong financial health
- » Enhanced reputation and influence

How can we get there?

- » Empowering staff and sharing expertise
- » Focusing on improvement
- » Putting staff and students at the heart of all decision-making.



Strategic Themes and Goals:

Prosperity & Place

This means: enabling our communities to thrive

- » Place matters. It's in our name, and part of our identity, our reason for being.
- » Based in and part of our communities, we play a key role in civic life.
- » It's a responsibility that we take seriously.



Goal

We will maximise our assets, resource and expertise to effect positive change locally.



What do we think success looks like?

- » Great working conditions and high staff retention
- » Increased external investment
- » Improved progression and employment outcomes for learners

How can we get there?

- » Spending locally and securing investment
- » Local skills partnerships
- » Influencing policy through advocacy and thought leadership

THANK YOU

Thank you for your input into this framework,
via the staff consultations we held last year

Your support will help us achieve our key ambition
of improving lives through the power of learning,
across every part of our organisation.

