

exceptional
positivity
performance
plans
innovative
ambition
objectives
value
students
staff
education
vision
success

targets improve
inspirational
respect
inclusive business
passion

performance
training
integrity
celebration
people

learning
management
growth
leadership

integrity
trust

Northumberland College

Strategic Plan

2010-2013

Introduction

The College's strategic plan sets out our ambitions, plans and targets for the next three years. It also sets out our mission statement, vision and values; as well as the objectives and targets that address the weaknesses identified during the October 2009 Ofsted inspection and SFA's subsequent financial notice to improve issued in May 2010.

Mission and vision

The College's mission represents its primary purpose. It is timeless and provides a useful touchstone for Governors, managers and staff to judge whether we are doing the right things.

Our mission statement is:

"To be an exceptional college serving the educational and training needs of the people and businesses of Northumberland and beyond."

We are a complex organisation with many staff, so getting everyone aligned around a common purpose is crucial to our individual and collective success. Our vision statement provides this framework, and it describes a clear position that we believe we can achieve if we harness our energy and endeavours around this common purpose.

Our vision statement is:

"To work towards becoming an exceptional college and an inspirational place to learn and work. It is a college that is welcoming and genuinely enthusiastic about embracing change that ensures success for our customers."

Values

One of the ways of ensuring that we work together and are focused on a common purpose is to embrace a shared set of values and associated behaviours. Our values help us to understand and develop the behaviours we need to be an outstanding and high performing college. These values are:

Inspirational

We will set the highest of standards and will lead by example

Integrity

We will be open, honest, fair and professional

Trust

We will trust and support each other, empowering our people in a culture free from blame

Passion and positivity

To have high expectations, embrace change, and have fun

Innovative

To encourage creativity, challenging the status quo and being receptive to positive change

Performance and celebration

To be one team which achieves by supporting, challenging and celebrating success

Inclusive

To be fair with our equality and diversity principles underpinning our actions and cementing our culture

Respect

To treat others as we expect to be treated ourselves, recognising our individual differences and strengths.

Strategic objectives

2010-2013

In order to deliver the mission and vision over the coming years, we have identified the following strategic objectives. The strategic objectives embody what we hope to achieve over the next three years and will be critical to the delivery of our mission.

The strategic objectives are as follows:

- Objective 1** We will deliver outstanding leadership and management capacity and capability, embedding a high performance culture within the College

- Objective 2** We will deliver an outstanding service to our customers

- Objective 3** We will improve outcomes for our students

- Objective 4** We will place our students at the heart of everything we do, developing and implementing a strategy to fully optimise the learner voice

- Objective 5** We will improve the morale and capability of the College's workforce

- Objective 6** We will improve the financial health of the College, ensuring that this is at least satisfactory

- Objective 7** We will develop a capability and reputation for the effectiveness of the College's Management Information Systems

- Objective 8** We will become the partner of choice for schools, employers, universities and the wider community

- Objective 9** We will establish a distinctive identity, significantly improving the reputation and profile of the College

- Objective 10** We will increase the turnover and profitability of the College developing new revenue streams, delivering growth in existing areas of business and securing value for money

- Objective 11** We will improve the quality of the College's estate and facilities.

The objectives identified above build on the progress we have made to date, but also provide focus towards the key areas we need to improve over the next three years. The strategic objectives are underpinned by an annual set of development objectives but also targets and Key Performance Indicators (KPIs) that will be reviewed annually on our journey to becoming exceptional.

New development objectives for 2010-11

The development objectives are designed to provide clear direction to all college staff in terms of our annual priorities. They build on the weaknesses and areas of development identified within the recent Ofsted inspection report and are focused towards laying a foundation for further improvement at the College over the next three years.



The following key development pillars represent our main areas of focus for the 2010-11 academic year:

- **Leadership and management (LM)**
- **Corporate development and quality improvement (CD)**
- **Teaching and learning (TL)**

Development objectives for 2010-11 have been identified on the basis of securing substantial improvement across the College. Individuals have been assigned to lead on each objective and the achievement of these objectives will be monitored throughout the year. The College's detailed development objectives are presented in the sections that follow.

Development objectives

Leadership and management

Objective description

We will communicate our strategic and development objectives to all staff so that they are clear on what we are trying to achieve.

Lead - Principal

We will improve the Senior Leadership Team meeting structure, developing a prioritised cycle of business focused towards our key strategic objectives and feeding directly into Corporation meetings.

Lead - VP Finance and Resources

We will capture the College's data and information requirements and will ensure that all staff receive timely, relevant information that meets their needs.

Lead - CIS Manager

We will review and improve our staff performance management system to ensure that it addresses poor and inadequate staff performance effectively.

Lead - HR Manager

We will develop and implement a schedule of activities and events to improve staff morale.

Lead - HR Manager

We will develop a management development programme for the newly established College Leadership Team.

Lead - HR Manager

We will work with all staff to develop behaviours against each of the College values, supporting cultural change.

Lead - Principal

We will develop an action plan to address our remaining weaknesses with regards to both equality and diversity, but also safeguarding.

Lead - AP Student Services

We will ensure that the College meets all of its recruitment targets.

Lead - VP Curriculum and Quality

We will monitor targets regularly, taking appropriate action where necessary.

Lead - Principal

We will instigate a staff survey to gauge the views of our staff, developing an action plan to address any issues arising from this.

Lead - Principal

Development objectives

Corporate development and quality improvement

Objective description

We will reduce bureaucracy, streamlining and improving systems and processes and working towards the delivery of shared services.

Lead - VP Finance and Resources

We will review all teaching and learning staff recruitment proposals, encouraging the use of instructors and student mentors as a means of reducing cost over time.

Lead - HR Manager

We will identify whether there is scope to introduce Apprenticeship roles across the College and where agreed, we will implement an action plan to deliver this.

Lead - HR Manager

Each department will be tasked with reviewing and updating their individual policies and procedures, ensuring they are on Staffnet and delivering training where necessary to promote understanding.

Lead - AP Finance and Managed Services

The system of reporting audit findings will be improved and more regular updates provided on the progress made towards implementing recommendations.

Lead - VP Finance and Resources

We will develop specific strategies to improve underperforming support departments.

Lead - VP Finance and Resources

We will develop a college wide information systems strategy focused towards integrating and improving systems, processes and management information.

Lead - VP Finance and Resources

We will develop an estates strategy for the College, focusing on the needs of learners and delivering maximum value for minimum investment.

Lead - VP Finance and Resources

We will convert the sixth floor of the main multi storey block at Ashington into a Corporate Services suite.

Lead - Estates Manager

We will review our quality systems and processes, making self assessment more evaluative and utilising data more consistently to set targets and monitor progress.

Lead - Quality Manager

We will develop a bespoke self assessment and quality improvement process for support departments, reflecting their individual needs and providing a mechanism for continuous improvement.

Lead - Quality Manager

We will develop a streamlined and integrated approach to curriculum planning.

Lead - VP Curriculum and Quality

We will review timetabling processes and work towards a centralised model.

Lead - CIS Manager

We will ensure that our curriculum model is efficient and that teaching staff are utilised effectively.

Lead - VP Curriculum and Quality

We will secure the full support and cooperation of Northumberland County Council.

Lead - Principal

We will create and support sustainable business relations with key local employers.

Lead - Business Development and Marketing Manager

We will develop and deliver a communication and engagement strategy for local councillors, local schools, Chamber of Commerce, CBI, universities and friendly FE Colleges.

Lead - Business Development and Marketing Manager

We will identify and engage support from appropriate FE partners to accelerate the College's improvement plans and business systems development.

Lead - Principal

We will secure the College's financial position, strengthening the balance sheet and delivering an underlying operating surplus.

Lead - VP Finance and Resources

We will review outreach provision and transport arrangements, exploring alternative models for delivery.

Lead - AP Student Services

We will develop a vision and strategy for Kirkley Hall to support curriculum and commercial development.

Lead - AP Kirkley Hall

Development objectives

Teaching and learning

Objective description

We will develop and implement a strategy to improve learner attendance.

Lead - VP Curriculum and Quality

We will develop and implement a strategy to increase average class sizes.

Lead - VP Curriculum and Quality

We will develop and implement a teaching and learning improvement strategy.

Lead - VP Curriculum and Quality

We will develop and improve our approach to lesson observations, utilising this as a means of improving the quality of teaching and learning, but also addressing poor performance.

Lead - VP Curriculum and Quality

We will review and improve our learner involvement strategy, ensuring that an action plan is in place to address our remaining weaknesses.

Lead - AP Student Services

We will conduct a student and employer survey, converting this into an action plan to address any identified weaknesses.

Lead - Quality Manager

We will review the role of additional learner support staff within the classroom and will clarify the role, ensuring students are supported appropriately.

Lead - AP Student Services

We will develop specific strategies to improve underperforming curriculum departments and deliver more consistent performance across the College.

Lead - Quality Manager

We will develop, consolidate and improve systems for monitoring student progress and feedback for students.

Lead - Quality Manager



Our mission statement

“ To be an exceptional college serving the educational and training needs of the people and businesses of Northumberland and beyond. ”

Our vision statement

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