



FUTURE READY

A Strategic Plan for
Nottingham College 2023-26





Foreword	4
Chair's Foreword	5
Our Context	6
Our College Today	7
Our Communities	8
The Skills Landscape	8
A College That is Future Ready	9
Strengths and Opportunities	10
Mission, Vision and Values	11-12
Our Ten Strategic Priorities	12
1 Enhance pride in our college and strengthen our reputation as a trusted and collaborative partner	14-15
2 Develop our curriculum so it is responsive, agile and aligns to the skills needs of our region, ensuring all our learners are future ready	16-19
3 Ensure all our learners enjoy outstanding teaching	20-21
4 Ensure all our learners are in good hands with highly effective and supportive learner-facing services	22-23
5 Invest in and reward our people, develop their skills and recognise their success	24-25
6 Embed a culture which is positive, inclusive, supportive and productive	26-27
7 Relentlessly pursue our ambitious target of achieving net zero carbon emissions by 2030	28-29
8 Harness the power of digital technology in everything we do	30-31
9 Transform our estate, setting ambitions high for the resources and facilities we provide to our communities	32-34
10 Secure a stable financial future	35-36



I am delighted to present Nottingham College's new, purposeful and ambitious Strategic Plan.

As a college we work tirelessly for our communities, providing education and training to some 20,000 learners every year, from short community-based courses to higher education degrees, apprenticeships, practical and vocational learning, A Levels and other academic study routes. Our strategy reflects a college already firmly rooted in its city but keen to propel itself forward to respond effectively to the needs of its communities, not just now, but in the future too.

In our near future, and during the life of this plan, we expect to take up position as a key skills provider in a devolved region. A devolution deal for our region will bring with it increased autonomy and, as a result, improved opportunities. It also brings with it increased responsibility, and as a pivotal strategic partner, we will act with integrity, in the true spirit of collaboration, to embrace this responsibility, for the good of our region and all of our communities.

I'm a huge advocate for the role that further education institutions play in driving both the economic prosperity and social wellbeing of communities. Having worked in the sector for some 36 years, I have seen how FE institutions have evolved, merged, responded to changing national policy and weathered political and economic instability... even global pandemics. Colleges are resilient, responsive, inventive, proactive and focussed – they have to be – and Nottingham College is an exemplar of this.

This plan will further strengthen our presence and influence in the city and wider region we serve. It will cement our growing reputation as a responsive, progressive, forward-thinking and inclusive organisation, here to champion the city and wider region and here to make a difference to the life chances of all our learners.

Building on our most recent Ofsted inspection, which recognised the college's mammoth journey from Requiring Improvement in 2020 to Good in 2022, we are now ready to take good to great! We are firmly focussed on teaching and learning and the quality of education, believing that a learner's experience of college will inevitably be a determining factor in their lifelong success. I'm confident that in building on this plan we will deliver an outstanding college for Nottingham!

We are committed to working in partnership with the city on its sustainability agenda, putting Nottingham on the map for its leadership role regionally and nationally in tackling climate change. This appetite for environmental responsibility will pave the way for Nottingham to build its brand as a pioneer of green skills and sustainable technologies, creating huge economic growth opportunities for our area.

This plan sets out our stall as a college that is open to all. We engage widely with other education institutions, local government and community partners and employers to understand local and regional skills priorities and needs. This proactive approach means that the college has a growing reputation for being a responsive and trusted partner within the local and regional skills offer. Our ambitions are firmly fixed on this purpose.

Janet Smith,
Principal and Chief Executive





I am proud to represent Nottingham College's passionate and committed Governing Board as we launch the college's vision and strategic plan for the next three years.

As Chair I have had the privilege of steering the college through a complex and oftentimes challenging merger process in 2017, implementing an ambitious estates strategy, culminating in the opening of our £58m flagship City Hub campus in 2020 and overseeing a truly monumental effort to achieve a resounding GOOD grade in our most recent Ofsted inspection, announced in early 2023.

Our journey, punctuated every three years by such significant milestones and achievements, now sees us focus on the three years ahead, into a future which we know will present new challenges, but which will offer a number of opportunities too.

Our executive leadership team has an impressive collective track record in taking organisations from good to great. They have the unwavering support of the college's Board as they set about delivering the 10 strategic priorities articulated in this plan.

Alongside our executive team, the Governing Body will continue to position the college locally and regionally, with employers and stakeholders, to enable the ongoing development of our curriculum offer, further improve our responsiveness to the needs of our city and region and equip our learners with the skills and attributes that will enable them to make a positive contribution to our economy and society generally.

As a college we are not immune from the global pressures affecting the financial health and stability of all families, businesses and organisations. We will continue to prioritise investment in the quality of teaching and learning, and the learning environment, believing wholeheartedly that through education and training we can help to alleviate these pressures for future generations.

We sit proudly at the heart of a region which has very clear ambitions for its people. Through a devolution deal we believe the college can exercise its vision for economic prosperity and social wellbeing. Our curriculum's alignment to the eight areas of economic focus for the D2N2 region means that we are poised to respond effectively to local need and we are ready to exert our influence to achieve jobs and growth for our local and regional economy.

I am genuinely excited to be launching this plan and take great pride in being part of a college that is equipped and ready for the future!

A handwritten signature in black ink that reads "Carole Thorogood".

Carole Thorogood,
Chair of Governors, Nottingham College





We are Nottingham's College

The main provider of technical and further education for young people and adults in Nottingham; we are rooted in our communities.

Our college today

We are proud of our history which reaches back to 1847, with the opening of People's College, the oldest further education college in England. Our extensive skills-based curriculum supports the needs of individuals, communities and employers. We also provide A Levels and higher education and this rich academic history reaches back even further, to 1788, when the then High Pavement Unitarian Day School opened in the Lace Market area of Nottingham.

Today, Nottingham College is a 'good' college. Its recent Ofsted inspection in December 2022 gave the college a resounding vote of confidence in its direction of travel, quality of its offer and responsiveness to the economic needs of the region.

The early challenges that the college faced during its merger programme in 2017 are a distant memory. Our college today is at a turning point and we are ready for the future. Our still relatively new leadership team, having secured an improved Ofsted inspection outcome, has refocussed and re-orientated the college firmly of, and for, Nottingham, and the communities it serves across the region. It has stabilised its finances and has made positive strides in embedding a consistent high-performance culture. Its estate has seen some major improvements with the launch of its flagship City Hub campus, the product of a £58m investment in education in Nottingham, one of the largest investments in education in our city for many years.

The college is ready to assume its place at the very forefront of technical learning and skills development and we are firmly focussed on our role in supporting the current and future workforce needs of the local economy and the communities of Nottinghamshire, as well as parts of the bordering counties of Derbyshire, Lincolnshire and Leicestershire.

A close-up photograph of a person's hands working on a green printed circuit board (PCB) in a workshop. The person is using a soldering iron to work on the board. A magnifying lamp is positioned above the work area, providing bright, focused light. The background is blurred, showing other tools and equipment. The text "YOU'RE IN GOOD HANDS" is overlaid on the image in a large, bold, sans-serif font. "YOU'RE IN" and "HANDS" are in white, while "GOOD" is in a teal color.

YOU'RE IN GOOD HANDS

Rated GOOD by OFSTED means the future's looking great

The communities we serve

Many of our learners are drawn from areas within our city with increasing levels of deprivation. Nottingham itself is ranked 11th for deprivation nationally and like other major cities, we face higher than average unemployment levels, a rising number of NEETs (young people not in education, employment or training) and we see communities with varying degrees of health and wealth inequality.

The impact of the Covid19 pandemic has exacerbated these problems and we cannot be entirely certain of the virus' future impact.

We launch this plan at a time when global economy lacks stability and certainty. Nationally we teeter on the edge of a recession and regionally we see a D2N2 workforce profile that sees lower proportions qualified to Level 4 and above, and higher proportions qualified at Levels 1 and 3, than England. Sectors with a large presence, such as manufacturing and engineering, are projected to have relatively low growth and occupations with relatively large proportions of employment, such as skilled trades and plant machine operatives, also forecast low growth. More of the region's workforce is concentrated in lower skilled occupations, resulting in a 14% productivity gap and an 8% earnings gap when compared to England as a whole.

That said, we are ambitious for our communities and for the future prosperity of our learners. A devolution deal will bring with it many opportunities for improved collaboration, a cohesive regional approach to a range of local priorities, including skills, and more control to tackle issues that are most unique to us and our region.

Economically, our region enjoys national prominence for its manufacturing excellence, and Nottingham is lauded for its growing and thriving creative and digital industries, including areas of high innovation such as its fintech sector.

The city is also a powerhouse within the bioscience and health science sectors, with Boots continuing to command centre stage and BioCity championing the innovation of smaller companies. Nottingham's commitment to its low carbon goals gives way to further opportunity for the city and wider region to carve out a name within this important sector in the coming years.

In setting out our strategy, we recognise and confront the complexity and diversity of the many communities we serve.

The skills landscape

D2N2 has identified eight 'areas of economic focus' which are construction, creative & digital, food & drink, life sciences, low carbon, transport & logistics, transport equipment manufacturing and visitor economy. In addition, D2N2's 2021 Local Skills Report sets out an evidence-based understanding of the skills demand and supply in the D2N2 region. This identifies a range of key sectors with job vacancies and areas of high forecast growth in health & care, early years, primary education and professional services.

The Skills Report also reinforces the importance that digital skills will have across almost all sectors; within D2N2, around a third of employers anticipating a need to develop these skills in the next few years.



A photograph of two young men in a laboratory or workshop setting. They are both wearing safety glasses. The man on the left has long brown hair and is wearing a dark jacket over a plaid shirt. The man on the right is wearing a grey long-sleeved shirt. They are looking at a robotic arm that is holding a white plastic container. The background features yellow safety fencing and a white wall.

A college that is

FUTURE READY

Whilst our city and regional context offers some challenges, it also presents a number of opportunities. Nothing should or will dampen our ambitions for the future. We share the aspirations of our partners throughout our region and together we can be confident of a bright future.

The college recognises the huge role it plays in supporting the region's transition to a dynamic skills ecosystem, with digital skills front and centre of everything we do. Significant opportunities exist to deliver low carbon inclusive growth. The skills and aptitude of young people and adults is key to this.

During this period of economic transition, we must also ensure we keep Nottingham working and in this respect there are significant opportunities to refocus the college's substantial adult provision, moving adults more quickly into jobs. And we can, and will, play our part in ensuring our communities are healthy, safe, clean, and well connected.

In doing so we must work collaboratively, with other skills providers, with key stakeholders, particularly employers, and with local, regional, and national government. During the life of this plan, and beyond, Nottingham College will be an outward facing, energetic, inclusive and innovative partner to Nottingham and the wider region.

People are well and truly at the heart of the college. Whether they be learners, staff, trainees or apprentices, employers or those linked to the college through formal and informal partnerships, we cannot strive for and deliver excellence in education and training, or achieve our goals and objectives, without our people.

A good college; we have secured a positive Ofsted inspection outcome, offering clarity on where we must focus our attentions, to ensure we achieve an outstanding grade at our next inspection.

STRENGTHS

Passionate and vibrant learners with huge potential	Dedicated, resilient, and committed staff
Highly inclusive college with a track record of engaging effectively with diverse communities	Broad and extensive curriculum offer, with nationally recognised expertise in areas including automotive engineering
Strong and effective relationships with key stakeholders	Excellent support services for learners of all ages
An extensive, well equipped and accessible campus	Stable and improving financial health



More scope to develop our curriculum to achieve even closer alignment to regional skills, our community and our employer partners	Further develop our Level 4 & 5 higher technical skills offer
To embrace the use of digital technologies in teaching and learning and business operations	Through curriculum redesign, help more adults progress directly into employment
To expand our engagement with employers in identifying, understanding, and responding to their specific skills needs	Educate and equip staff and learners to contribute to a carbon efficient world and play a meaningful role in helping Nottingham reach its net zero emissions target
Create clearer and seamless career pathways, with defined progression routes for all our learners	Enhance pride in the college and strengthen our reputation

OPPORTUNITIES



Our Mission

We  **unlock** **potential**
through learning

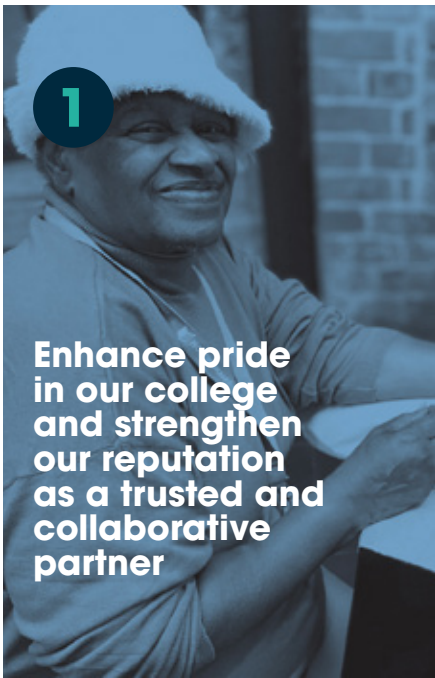
A young man in a graduation cap and gown is smiling and giving a thumbs up. He is wearing a black graduation cap with a tassel and a black graduation gown with a blue stole. The background is a blurred audience of other graduates.

Our Vision

**We will be recognised
as an outstanding
provider of choice for
education and skills
training**

Our Values

Collaborative | Agile | Trusted | Inclusive | Nurturing | Aspirational



1

Enhance pride in our college and strengthen our reputation as a trusted and collaborative partner



2

Develop our curriculum so it is responsive, agile and aligns to the skills needs of our region, ensuring all our learners are future ready



3

Ensure all our learners enjoy outstanding teaching



4

Ensure all our learners are in good hands with highly effective and supportive learner facing services



5

Invest in and reward our people, develop their skills and recognise their success

OUR STRATEGIC PRIORITIES



6

Embed a culture which is positive, inclusive, supportive and productive



7

Relentlessly pursue our ambitious target of achieving net zero carbon emissions by 2030



8

Harness the power of digital technology in everything we do



9

Transform our estate, setting ambitions high for the resources and facilities we provide to our communities



10

Secure a stable financial future

Enhance pride in our college and strengthen our reputation as a trusted and collaborative partner

“Leaders ... engage widely with other education institutions, local government and local employers to understand local and regional skills priorities and needs. This proactive approach means that the college has a reputation for being a responsive and trusted partner within the local and regional skills offer.”

OFSTED 2023

Nottingham College has big ambitions for growth. It continues to attract growing numbers of young learners and has worked tirelessly to develop relationships with stakeholders locally, regionally and nationally to spearhead its employer offer and commercial initiatives.

In Ofsted's most recent inspection, the college was recognised for its strengthened networks and improved responsiveness to its wider skills community. It's on this success that the college aims to further promote pride in the college and build its reputation for excellence.

This strategic plan sets out our transformational ambition for the future, but at its heart is its mission and vision which can only be achieved with the full trust, confidence and support of our partners. We can only achieve this if we are an outward facing, collaborative and well-connected partner in our own right.

We are Nottingham's College

Strengthening stakeholder partnerships, promoting pride amongst our communities and enhancing our reputation, act as golden threads, weaved throughout this plan.



Broadmarsh Vision Launch at the City Hub Dec 2021

To achieve these aims we will:

- Build on our existing networks to become a college which is even better connected to the communities we serve.
- Enhance the visibility and accessibility of our leadership team, for all our stakeholders, ensuring we are good to our word and always lead with integrity.
- Establish a culture which is open and as a listening college we will be receptive to the ideas of our stakeholders and responsive to their needs.
- Behave always as an active contributor to key decision-making bodies across the region and the county including the D2N2 Colleges Group, Chief Executives Forum, Nottingham Growth Board, One Nottingham, Nottingham's Employment and Skills Taskforce, the LSIP Steering Group headed by the Federation for Small Businesses, and the Devolution Steering Group led by the LEP.
- Take a leading role in finalising a devolution deal for our region, positioning the college at the forefront of the region's skills agenda.
- Act as a key contributor to educational partnerships and initiatives across the region, sharing best practice, resources and skills, and actively support local and regional groups, such as the Association of Colleges (AoC) and LEP Colleges Group Forum.
- Collaborate with employers in the co-design and delivery of the curriculum so they can have confidence our provision is fully aligned to their current and future skills needs.
- Through a range of communication channels, we will engage in regular dialogue with the parents and carers of our younger learners, working collaboratively to give our learners the best chance of success.
- Continue to strengthen bonds with our local MPs and other leaders within our communities who recognise and value the role of FE and the importance of the college to communities within the city.
- Further enhancing and harnessing our brand, we will recognise and celebrate our Ofsted good rating as a milestone on our journey to becoming an outstanding college.
- Actively engage in skills competitions and apply for regional and national awards to help celebrate the achievement of our learners and our people.
- Become the region's college of choice with our reputation built on results.

Develop our curriculum so it is responsive, agile and aligns to the skills needs of our region, ensuring all our learners are FUTURE READY



Leaders and managers work effectively with the local council, local enterprise partnership and private training providers to create learning and skills opportunities that support the local economic recovery plan.”

OFSTED 2023

We recognise that we play a vital role in helping our learners overcome barriers to learning, economic inclusion and social mobility, providing that vital second chance to learners who have experienced educational challenges in their life.

We also recognise the pace of change in industry, the transformative influence of digital technologies and the importance of flexibility in response. All this demands increased agility, improved responsiveness and deeper innovation in our curriculum.

Over the life of this plan, this priority will act as a key cornerstone, one which guides all decision making and one which ensures our growth and continued prosperity into the future.

We will enhance the future life chances of all our learners and be an enabler for growth for our local and regional economy through the development and delivery of an enhanced curriculum which is aligned to the skills needs of our region.

Our inclusive curriculum

We will maintain a clear focus on developing and delivering programmes designed to engage young people and adults at risk of social and economic exclusion. Much of this provision will be at entry, Level 1 and Level 2, underpinned by seamless progression routes and effective careers, advice and guidance. We also play an important role in providing access to higher skills and degree-level study, for adults who may not have traditionally engaged in higher education.

Across our extensive inclusive curriculum, we will:

- Continue to develop substantial opportunities for school-based learners aged 14-16 years to engage with our inclusive programmes.
- Work with partners to enable a progression pathway back to mainstream education for learners who have been permanently excluded from school or who are at risk of permanent exclusion due to behavioural, emotional or social difficulties.
- Better contextualise mathematics and English across all our inclusive programmes to ensure more learners can progress from entry and Level 1 onto higher levels of study and work.
- Design our foundation learning programmes in collaboration with parents and partners with a focus on helping learners to develop their personal, employability and social skills.
- Develop our SEND offer through the creation of a new specialist centre within our Basford campus, which will help learners to develop the confidence to transition into mainstream further education and introduce new pathways alongside supported internships to ensure a full and coherent offer for our SEND learners.
- Work collaboratively with our region's largest employers to deliver blended programmes at Level 1 which support progression to Level 2 and career opportunities in industries such as manufacturing, the health sector and retail.
- Develop our English for speakers of other languages (ESOL) programmes to grow both our formal and informal provision to meet the needs of refugees, asylum seekers and other non-English speakers, to help them to contribute fully to the region's economy.
- In partnership, develop a series of sector work-based academies which directly lead to employment and apprenticeships.
- Continue to develop a range of digital and technical skills bootcamps which are responsive to local, regional and national skills needs. These will include programmes in coding, cyber security and vehicle electrification.
- Work collaboratively with our higher education partners to offer a wealth of higher education programmes aimed at promoting the social mobility of non-traditional higher education learners.



Leaders and managers work hard to develop links with an array of employers.”

OFSTED 2023



Our advanced level, vocational, and technical curriculum

Over the life of this plan, we will place a significant focus on developing the work readiness of learners on advanced study programmes, enabling them to achieve at Level 3 and to progress beyond. We will ensure all our study programmes are endorsed and supported by employers.

Across our extensive advanced level curriculum, we will:

- Ensure A Level learners can access any combination of the 25 A Levels we offer and pilot new applied A Level programmes where BTEC vocational learners can also study up to two A Levels.
- In partnership with EON Energy, develop a leadership strand for the business sector where our business studies learners can explore and better realise the drivers of their future success.
- Extend our construction trades offer whilst introducing new provision in modern construction methodologies, digital construction and green technologies.
- Further develop a collaborative delivery model for our creative sector programmes, bringing together art, fashion, photography and media, to ensure our learners gain much coveted multi-skills. We will place a greater emphasis on digital technologies including CAD and new print technologies.
- Invest in new technology such as augmented reality, automation and robotics for the engineering sector, to support our evolving curriculum in this area.
- Build on our Ragdale Hall Spa 'college of excellence' status for the hair and beauty sector to better support progression between Levels 2 & 3 and offer an extended portfolio of specialist short courses.
- Build on our working relationships with leaders in the hospitality and catering sector to ensure our learners develop industry-standard practice. Working with the Nottingham Good Food Partnership we plan to create a new market garden at Broadmarsh.
- Develop a new skills lab for the health and life sciences to ensure learners have the chance to develop hands-on clinical skills. Across our applied science provision, we will continue to develop the use of industry standard equipment, furthering our credentials as a first-class provider of skills to the bioscience, health science and laboratory science sector.
- Work with highly recognised partners in the sports sector, such as Nottingham Forest and Notts County football clubs, to ensure our learners thrive in their learning as well as develop their sports, health and fitness skills.
- Work collaboratively with East Midlands Airport and Swissport in creating a new Academy for Tourism and Aviation, extending our offer from Level 3 to Level 4 & 5 programmes, including international tourism.
- Carefully introduce T Levels across our advanced level provision, starting with Health & Science (supporting health care, dental nursing, pharmacy, laboratory sciences); Business and Administration; Accounting; Media and Broadcasting; Electrical; Digital Production and Support and Early Years Educator.



Leaders also work with stakeholders and other education providers to develop courses that lead to valuable progression routes.”

OFSTED 2023



Our employer facing curriculum

We have proactively created our own Local Skills Improvement Plan (LSIP) through extensive research and engagement with key stakeholders. The LSIP identifies six strategic priority sectors for our region: construction, engineering, digital, creative, health care and science. Over the life of this plan, we will focus the development of our employer facing curriculum on these sectors.

Specifically, we will:

- Work with our employer partners to co-design and introduce new programmes in priority sectors, carefully listening to employers and regional stakeholders and engage them in curriculum delivery.
- Establish Industry Advisory Boards with key employers from across the city to guide our practice, curriculum design and content. Governors as well as senior leaders will actively engage in these boards.
- Transform our apprenticeship provision through the introduction of new programmes and more flexible models of delivery. We will work with our employer partners to design and introduce new apprenticeship standards in priority sectors and become an accredited end-point-assessment centre for automotive apprenticeship standards.
- Build on our position as one of the automotive industry's leading training providers in technical education, co-designing and delivering apprenticeship and commercial programmes for international automotive brands. Through the strategic development fund, we will invest in developing our hydrogen technology capability.
- Support the advanced and higher technical skills the nation needs by offering a range of programmes aligned to the Flexible Lifetime Skills Guarantee.
- Extend the breadth of business support for employers, such as training for significant business change programmes including recruitment and redundancy services.
- Create a virtual college business centre for those seeking short-term solutions, such as business advice for start-ups.



College staff work well with employers to meet their skills needs by adapting and designing courses and apprenticeship standards.”

OFSTED 2023



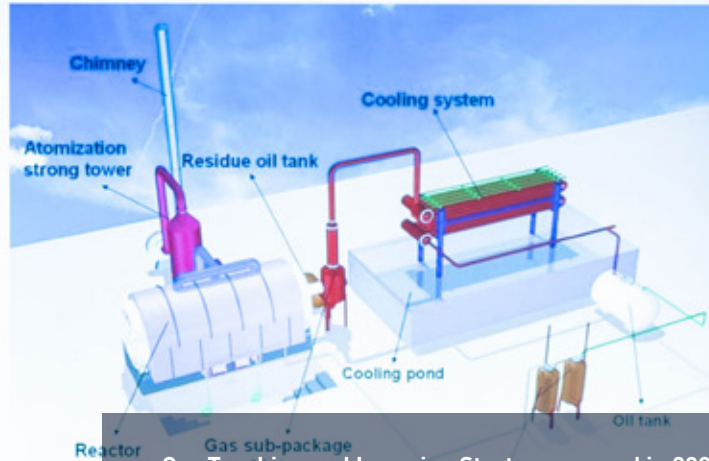
Ensure all our learners enjoy outstanding teaching

“Tutors teach well. They provide well-planned and interesting lessons.”

OFSTED 2023

PYROLYSIS PROCESS

- Uses of pyrolysis are as follows:
- Ethylene production
 - Production of tar
 - Production of biofuels from biomass.



Our Teaching and Learning Strategy, agreed in 2021, provides a clear vision for outstanding teaching at Nottingham College. We are on track to ensure all our learners are empowered and feel excited, self-confident, ambitious and well prepared to take their next steps in learning, employment or training.

We have already made excellent progress in developing the core values, culture and behaviours that underpin outstanding teaching. Through an enhanced climate of trust and mutual respect, there is effective support for teaching staff to help them develop their capabilities.

Over the life of this plan, we will energetically and passionately focus on the continued development of our teachers, equipping them with the tools and the technology to excel in their practice and add value to the learner experience every single day.

Strategy into action

- Teaching and learning is at the heart of everything we do. Leaders will be engaging, passionate and respectful in supporting teachers in developing their practice. Our teachers will be encouraged to take risks and experiment, to challenge all learners and to make every lesson count.
- A range of improvement activities will be used to support our teachers' development. These include but are not limited to:
 - Developmental observations for new teachers
 - Advanced practitioner and peer to peer coaching
 - Continual professional development activities
 - Pedagogy and research projects
 - Personalised experimental learning projects (PELPs)
 - Stepping In induction programme for new teachers
- Every teacher will be supported and encouraged to lead their own pedagogical professional development (PPD) through a continuous cycle of improvement, comprising; self- reflection and identification of areas for improvement; improvement activities; feedback on progress and sharing of practice; self-reflection and progress review; individualised target setting and appraisal.
- There will be a high expectation that teachers engage proactively in developing their own practice and make good use of resources to enable them to assess their own practice under the framework of 'developing, advancing or excelling'.
- We will harness the power of digital technology to support our teachers in their use of virtual and augmented reality, online learning apps and a range of immersive learning technologies.
- Through our quality assurance cycle, we will ensure we have an accurate picture of the quality of teaching, learning, and assessment at the college, at any point within the academic year.

Making every lesson count

Six learning principles for Nottingham College

- 1 Challenge** - learners are supported with challenging tasks, thinking deeply and engaging in healthy struggle.
- 2 Explanation** - learners acquire new knowledge and skills.
- 3 Modelling** - learners understand how to manipulate their knowledge to form end products.
- 4 Practice** - learners refine their knowledge, understanding and skills.
- 5 Questioning** - learners are made to think.
- 6 Feedback** - learners progress and further develop their knowledge and skills.



Ensure all our learners are in good hands with highly effective and supportive learner facing services

Our learners are at the heart of everything we do. With over 20,000 learners enrolling every year, our learner community is vast and wonderfully diverse. The services we offer to learners must be relevant, accessible, responsive and high quality and we must ensure that we continue to evolve these services to cater for the needs of our learners both now and in the future.

With learner ages ranging from 14 to 88, our college caters for a whole array of student needs. Ease of access to our courses, to information and financial support, is fundamental to a positive learner experience and can often be a determining factor in their achievement on their chosen programme.

A learner's emotional and physical wellbeing is another crucial determining factor and in 2022 the college was named a national finalist in the AoC Beacon Awards for Mental Health and Wellbeing services and support. Our latest Ofsted report highlighted the excellent services we provide to our learners through our network of specialist support teams. The college has invested heavily in its wellbeing services, employing an expanded team of wellbeing mentors who work directly with learners needing support.

In addition, a highly trained learning support team provides targeted help to learners with additional and sometimes high needs.

At Nottingham College we believe that we exist to provide much more than just a qualification. The learner experience is enhanced by a whole range of additional learner facing services and the learner's experience of college as a whole is what will inspire them to pursue both their academic and personal potential and thrive in life.

Strategy into action

- We will place a much greater emphasis on 'student voice' activities. Through our student council we will empower learners to have a meaningful say in the operation and future development of the college.
- We will work tirelessly to raise the profile of, and to improve learner engagement with, the college's extensive support services.
- We will continue to embed our learner hub model at each of our college campuses, providing a one stop shop for services, advice and support for all learners.
- We will maintain our rigorous focus on safeguarding all our learners, ensuring that our team of dedicated safeguarding professionals, along with our committed and trained staff, can maintain the high standards of safety and wellbeing across all our sites at college.
- We will recognise the heightened challenge of learner mental health and will enhance our partnerships with external agencies to ensure all learners have access to effective support. Mental and emotional wellbeing will be routinely considered in all aspects of the learner journey and we will develop and deliver training to help staff improve their knowledge of mental health issues, enhancing their confidence in providing support to learners.
- We will develop an enhanced enrichment programme, working directly with learners to design an inclusive, accessible, and relevant enrichment experience, delivering an improved learner experience of college outside of the classroom.
- We will continue to encourage our dedicated careers team to work closely with curriculum colleagues to ensure Gatsby career benchmarks are achieved in all areas and progression pathways are fully understood by learners.
- We will engender a curiosity, sense of personal drive and ambition, a philosophy of self-care and an unquenchable appetite for learning and personal development through an enhanced tutorial programme, offering our learners the chance to develop the wider skills and knowledge they need to take them wherever they want to go.
- We will ensure all our processes and systems supporting transaction and engagement with prospective, current and past learners are accessible, fit for purpose, inclusive and responsive, harnessing new digital communications platforms and techniques where applicable.





Invest in and reward our people, develop their skills and recognise their success

Our staff are the heartbeat of the college. Investing in and developing our people is central to attracting new staff. Our ability to attract, develop and retain new teachers with the technical capability to deliver skills for the future is central to this strategic plan.

We want our learners to learn from the best! For them to be their best they need a dedicated team of professionals around them delivering services that enhance the learner experience overall. This includes high-performing operations teams covering the whole range of business functions a college of our size relies on.

Our People Strategy 2022-2025 sets out our ambitions and high-level actions for the continued development of and investment in our people.

Strategy into action

Attracting and recruiting staff

- We will develop our recruitment and selection processes and our candidate engagement platforms to ensure that every candidate has a great experience, every time.
- We will draw candidates from diverse talent pools, ensuring that we nurture talent through a wide-ranging apprenticeship scheme, working with our local universities to retain local graduate talent and provide opportunities to engage with us as an employer.
- We will continue to reach out to employers to engage them in innovative methods to support the design and delivery of specialist technical areas of our curriculum.

Onboarding

- All employees of the college will receive the warmest of welcomes, being equipped with all the tools and connections they need to thrive in their role from day one.

Employee journey

- We will provide our colleagues with first class systems and processes across finance, payroll, training and HR, to ensure all colleagues experience a fantastic service and are supported in their role, every step of the way.
- We will ensure that roles within the college are aligned to the college's future development and direction of travel, ensuring that roles and skills are developed to deliver an expanded curriculum.

Belonging, wellbeing and inclusion

- We will pull into sharp focus the wellbeing of all our staff. Building on our success in the 2022 Beacon Awards for Wellbeing, we will further develop our preventative approach, and will grow our pool of mental health first aiders.
- Our workspaces will become efficient with enhanced opportunities for agile and flexible working, establishing us as an employer of choice.
- We recognise the need to attract and retain a fully diverse workforce and will truly embrace and celebrate difference. Our strategic approach to inclusion will be guided by a new Equality, Diversity and Inclusion Strategy.

Learning experience

- We will implement a leadership development programme, including aspiring leader and step-up leader opportunities, and provide bespoke training where required.
- We will provide great learning and development opportunities for all our people, implementing a college-wide approach to professional qualifications, professional membership and skills, and ensure we bring best practice external influences into the college.

Employee relations

- We will listen with intent, building and developing a fully engaged workforce where everyone can thrive, where high performance is expected and expectations are clear. A more dynamic approach to staff engagement will be key.
- We want all our colleagues to feel supported, valued, included and respected and our enhanced policy framework will underpin this ambition.

Reward and recognition

- We will develop a transparent approach to pay and recognition, supported by an agreed Pay Policy. In setting out our proposals, we will pay careful attention to the gender pay gap, benchmarking our pay rates with the wider sector and enhancing our benefits and rewards package to better recognise excellent performance.



Embed a culture which is positive, inclusive, supportive and productive

We strongly believe that the college's culture will be a critical factor in determining our success. With a positive, inclusive, supportive and productive culture, the college can develop and thrive, even in the most trying times. A high-performance culture is the bedrock of organisational success, and with the right amount of focus, our team of dedicated teachers, assessors, trainers and professional support teams can do great things.

We want to ensure that our college is a great place to work. Organisational culture is the living, breathing embodiment of our college's personality and brand, and we want to give all our staff reason to feel proud of their employer and its role in enhancing the social wellbeing and economic prosperity of our communities.

The cornerstone of our culture is our mission, vision and values, themselves developed and chosen by our staff through widespread collaboration and consultation. We set out as we mean to go on and hail our mission, vision and values as principal drivers of our actions and behaviours as we go forward.

We will not exist in a bubble. We will foster a set of behaviours that promotes regular horizon-scanning, imaginative planning, wide community consultation and stakeholder engagement, great customer service and which embraces constructive feedback to ensure we are always striving for better.

In implementing this plan we will continue to develop our culture to:

- Create the conditions for cross college collaboration, creating a working environment that is warm, collaborative, fun and welcoming and where staff help and support one another.
- Promote a working environment that is tolerant, inclusive and compassionate, in which we celebrate diversity at every opportunity.
- Encourage all staff to be curious and inventive and embrace creative thinking. College leaders will recognise and celebrate innovation.
- Consult and actively engage staff to set and embed our mission, vision and values for the college, engendering ownership at all levels and providing a framework for all our actions and behaviours.
- Invest in the development of leaders across the college, promoting a distributed leadership model, underpinned by visible, hands-on leadership. College leaders will be front and centre in delivering the aspirations set out in this plan.
- Ensure clarity and consistency of message. We will create a work environment with open communication channels, where all staff understand their responsibilities and the college's expectations.
- Develop a fully engaged workforce with a more dynamic approach to staff engagement surveys, annual and regular pulse surveys and staff listening groups.
- Develop, launch and embed a strong performance development framework and in doing so ensure all staff have consistent, clear and fair objectives.
- Involve Governors and executive leaders in college life, supporting college events, routinely engaging with staff and learners.
- Create a culture in which all colleagues are orientated around the needs of our learners and employers and where great customer service is a given.
- Finally, we will be 'good to our word' and honour the commitments set out in the plan. Our values will be 'living' values and we will ensure leaders exemplify these values in all their actions.





Relentlessly pursue our ambitious target of achieving net zero carbon emissions by 2030

Nottingham has serious sustainability ambitions for the city and as a college we share these ambitions. As a large employer, occupying a sizeable estate, we must set an example for responsible environmental management and we have a duty to raise environmental awareness among our staff and learners. We have become increasingly aware of our own environmental impacts and the need to manage these.

We also recognise that we have a central role in the development of low carbon skills, enabling our local and regional workforce to access employment and careers using low carbon technologies and methods in sectors including construction, engineering, manufacturing, logistics, travel and more.

The time is now for us to act and we pledge to become a net zero organisation by 2030.

Strategy into action

- Launch our 2022-2030 Sustainability Strategy that will transform our campuses, bring sustainability to the forefront of what we do and establish a roadmap to net zero by 2030.

We will set out our plans under a foundation of three themes:

- resource management
- academic excellence
- and engagement

Resource management

- Our Sustainability Strategy will set out actions against core college estate operations: energy use, waste management, water management, sustainable procurement, sustainable construction and refurbishment, catering, biodiversity & ecosystems, travel, governance & management.
- Key elements of our decarbonisation plan will include the installation of sub meters, smart LED lighting systems, reduced reliance on gas as a source of heat, increased use of on-site renewables, a switch to renewable off-site energy and the exploration of off-setting options where possible.
- We aim to ensure 100% of all waste collected from our sites is either recovered or recycled.
- We will continue to reduce water consumption, installing water control devices, harnessing grey water and carefully auditing our water use.
- We will continue to use policies such as ISO14001 to assess the practices of our major suppliers and will develop, and impose, appropriate metrics to assess how environmentally conscious our suppliers are.
- With any key estates development we will seek to maximise the use of low and zero carbon technologies such as solar photovoltaics and ground source heat pumps. Energy efficiency, passive design, low frequency and low-cost maintenance will inform our development plans.
- We will develop and implement a sustainable food policy to ensure our food and drink is sourced responsibly. Through initiatives such as meat free days, reducing single use plastics and choosing local suppliers, we can limit the environmental impact of our food and drink consumption.

- We aim to increase the amount of green space available and improve the biodiversity of our estate. We will plant trees, increase the use of green walls and roofs in our urban environment and encourage staff and learners to be champions of green space.
- To promote carbon conscious travel among staff and learners we will develop a sustainable travel policy. We will maximise the use of virtual and video conferencing, offer learners public travel passes (subsidised where appropriate), replace college vehicles with sustainable electric vehicles and incentivise our staff to use electric vehicles.

Academic excellence

- Our goal is not only to reduce our own carbon emissions, but to develop our learners as sustainability leaders for the future. We will do this by incorporating carbon reduction awareness into learner induction, providing a range of carbon reduction courses and by rolling out our sustainability roadshow programme.
- We will regularly review our wider curriculum to develop ways of ensuring sustainability and carbon reduction is embedded into all learning programmes.
- We will ensure our learners' voices are clearly heard and help guide the work of our Environmental and Sustainability Committee.

Engagement

- We will work in close partnership with key stakeholders, particularly local community groups, Nottingham City Council, and other local authority partners to champion our collective agenda at every opportunity.
- We will continue to encourage staff and learners to support our sustainability initiatives, both on and off our campuses, recognising their responsibility as citizens of a wider society.
- Through our Environmental and Sustainability Committee we will ensure sustainability is integrated into all aspects of the college's decision-making processes.

Harness the power of digital technology in everything we do

We are keenly aware of the importance of digital skills and capabilities to the lives of our learners, the region's economy, and to our own business operations. Over the last 12 months we have invested heavily in our IT infrastructure and have made some positive initial steps in the provision and use of immersive learning technologies in teaching and learning.

Opportunities exist to further develop the digital capabilities of our staff and the awareness of how the use of digital technologies could transform both our teaching and our business operations.

Strategically, we recognise the opportunity to achieve better coherence in digital leadership and planning across the college.

Strategy into action

Developing the digital capacity of the college will be a guiding principle throughout the life of this strategic plan, championed by the Corporation, executive, and senior leadership teams.

The college's Blended Learning Strategy 2021-2024 and our IT Strategy 2021-2024, go hand in glove. Both have implemented a range of new initiatives to enhance the use of digital learning technologies in the delivery of teaching learning and assessment and have enabled a range of digitisation initiatives to improve business operations and learning and employer facing systems.

The development of specific curriculum programmes focusing on digital industries and applications are detailed in the college's annual curriculum plan.

Going forward, we as a college will:

- Continuously horizon scan to proactively seek new opportunities, new ways of doing things and digital products that can enhance our services and support to learners and our wider communities.
- Continue to invest in the digital skills of our staff, creating a culture of digital curiosity and exploration which rewards innovation and best practice.
- Create a high-quality, digitally enhanced curriculum to equip learners with important and useful skills to be more prepared for their next steps into further study, apprenticeships or employment.
- Create a 'learn and work anywhere, anytime' environment.

Over the life of this plan, we will focus on the continued updating of our digital infrastructure. Key actions will include:

- Invest in new devices for classrooms and staff as agreed with curriculum priorities.
- Implement device management for all end point devices to ensure we have the latest updates on all devices.
- Adopt a cloud based model for the provision of our business applications and prioritise the upgrade of our payroll, human resources and finance systems.
- Further develop our use of cloud based PowerBI enhancing access to reliable and timely data.
- Implement our new data centre and migrate on-premise applications.
- Upgrade our telephony services by implementing virtual telephony for all staff (MS Teams).
- Continue to improve our Cyber Security including, IT BCDR, MFA for learners and systems to support emergency procedures.
- Harness new digital technologies to optimise our communications offering bespoke and differentiated services for our stakeholders. We anticipate significant enhancements to our website, call centre and online enquiry management functions and our applications and enrolment interfaces.

Within teaching and learning we will focus our attentions on improving digital practice.

The college's learning technologies team will work with teachers to ensure the opportunity to develop digital practice is tailored to individual needs. They will enhance teaching, learning and assessment by upskilling staff and learners; modernising and streamlining workflow and processes; co-designing engaging and effective content and providing the means and culture for innovation.

They will stay ahead of the latest developments and emerging trends within the educational technology sector to help plan, prepare for and capitalise on shifts and developments with the sector.



Transform our estate, setting ambitions high for the resources and facilities we provide to our communities

Over the last few years we have delivered a transformational change to our estate, centred around the successful delivery of the 15,300m² new build City Hub campus, opened in 2020.

In doing so we have greatly improved both the quality of the learner experience and spatial efficiency, reducing our overall estate by around 25% and vacating many of our buildings in poorest condition.

Our estate must continue to adapt to meet our projected growth in learner numbers and accommodate changing delivery methods, whilst also meeting the evolving needs of employers.

Our Estates Strategy 2022-2026 sets out a flexible framework for the development of our estate to ensure it is Future Ready.

Strategy into action

- Deliver a high-quality learner experience by continuing to invest to upgrade or vacate the remaining aging or poorly suited accommodation and ensure that all spaces meet a minimum quality standard.
- Deliver an efficient estate: vacating smaller, spatially and cost inefficient buildings to support the college's long-term financial sustainability.
- Deliver an effective estate: investing in high quality, industry-standard facilities to encourage innovative teaching and learning, service our expanding T Level provision and support the training needs of the region's employers.
- Deliver a sustainable estate, reducing the energy needs and carbon footprint of the estate in line with the college's ambition of becoming carbon neutral by 2030.

Our strategy

To achieve our goals we must:

- Increase capacity for curriculum areas due to grow and expand, including construction skills and electrical engineering, digital media and health and science.
- Consolidate provision where possible to create centres of excellence, allowing us to better resource curriculum areas with fit-for-purpose spaces and resources.
- Address urgent statutory and condition improvement works, including that of the listed 25 Stoney Street which has been awarded more than £1.6m from the DfE's FE Capital Transformation Fund.
- Develop a new multi-use games area at Basford campus to provide additional sports teaching and coaching facilities and provide enhanced sports facilities for the wider enrichment of all our learners.

A number of medium-term estates projects will include:

- The development of a new purpose-built centre for Students with Learning Disabilities and/or Difficulties (SLDD) within our Basford campus, bringing together all SLDD provision on one site into a bespoke £5m new build facility, with funding secured through the DfE's FE Capital Transformation Fund.
- Concluding the private finance initiative (PFI) arrangement on the historic Adams Building and regaining the freehold, enabling us to explore all opportunities relating to this important heritage site in the city centre.
- Vacating our end of lease premises on London Road and relocating our automotive provision to ensure synergy with our wider engineering offer, responding to the changing skills needs of the automotive industry.

As well as the projects set out above, we will assess the feasibility and funding options for several additional medium-term projects. These include:

- Creating a new Construction Skills centre at Basford.
- Scoping a new Centre for Low Carbon and Sustainable Technologies.
- Vacating existing leased buildings and relocating into fit-for-purpose facilities of our own.
- Remodelling to support T Levels. This includes the proposed creation of a new suite of specialist facilities to support the proposed new health and science T Level at the City Hub.

Inspiring spaces across the city

City Hub



Highfields

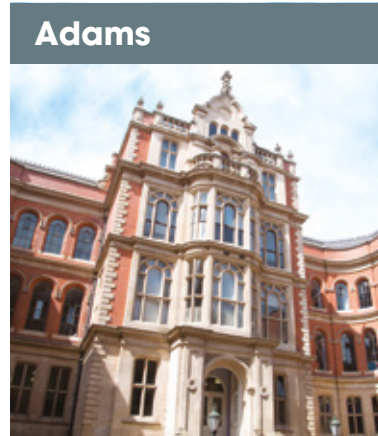


Basford



High Pavement

Adams



Ruddington



Secure a stable financial future

Careful management of the college's finances over recent years has allowed us to enter the next period of our development from a position of relative financial strength.

Now, with uncertain economic times lying ahead, we cannot be complacent. To realise the ambitions set out in this strategic plan, we must ensure the college's long term financial health.

We continue to focus on the reshaping of our organisation in order to bring to life this plan and ensuring that we create the conditions for innovation and change to meet the demands set by the 10 strategic priorities set out in this document.

Through organisational design we will ensure our curriculum is fit for the 21st century and truly reflect and respond to the skills demands of our city and wider region, both now and in the future.

Strategy into action

Income

- We recognise the opportunities to further grow our market share and expand into new markets with an enhanced curriculum offer. Our income forecasts will therefore be based on prudent, but challenging, profitable targets.
- A developed curriculum which includes wider foundation learning opportunities, increased transitional programmes at Level 2 and the introduction of T Levels will enable us to grow our 16-19 offer and thus increase income.
- With seamless progression pathways through our curriculum we will improve the retention and progression rates of our young learners, growing income as a result.
- We will reduce our reliance on subcontracting for adult learning, providing greater income potential through our direct model of delivery.
- With additional apprenticeship standards being introduced in construction, digital, education, engineering, health care, retail and business support, we will look to significantly grow our apprenticeship and commercial income over the life of this plan.
- We will develop new higher skills pathways, at Levels 4 and 5, and together with our Higher Education partners, including The Open University and NTU, will grow our higher skills offer, increasing Higher Education income.

Expenditure

- We will maintain the careful control on pay and non-pay which has helped us improve our financial health in the last few years and will be important as we enter a new period of increased economic turbulence nationally and globally.
- We will continually review our delivery methods for both teaching and professional services. In doing so, we will seek to always offer value for money in the efficient and effective delivery of teaching and learning and college operations.
- The effectiveness of our financial management will be enhanced through the introduction of new systems for finance, human resources, and payroll and our procurement arrangements will ensure we secure best value.
- We will further reduce our expenditure by implementing the actions set out in our Sustainability Strategy 2022 and Estates Strategy 2022-2030.

Investment

- We will invest in the development of our people, including allocating a portion of the profitable income growth we achieve to increasing pay and remuneration.
- We will continue our programme of digital investment. In doing so we will evolve our digital investment model with a greater allocation of revenue spend to digital priorities such as cloud storage and cyber security.
- We will reduce the cost of our estate operations by relinquishing leasehold properties and by investing in our freehold estate.
- With the support of ESFA/DfE capital funding, we will improve the efficiency of estate operations.
- We will continue to proactively bid for grant funds with a view to accelerating our investment in priority technical areas such as construction skills, engineering, digital and green energy technologies.

Liquidity

- Following the Office for National Statistics' decision to reclassify FE colleges back into the public sector, we will work closely with our lenders to develop business plans and strategies that meet the need to refinance existing commercial borrowings, whilst providing the opportunity for the college to continue its investment in future developments that respond to regional and national skills priorities.



ESFA financial health rating of 'good' or better.



70% of our people express trust and confidence in college leadership.

£20m invested in our estate and infrastructure.



An Ofsted grade of good or better across all areas of provision.



97% of employers would recommend the college to other employers.



50% of market share for young people in Nottingham and, 55% for adults.



Ofsted rate the college as making 'a strong contribution to meeting skills needs.'



90% of learners would recommend the college as a place to study.



£5m invested in digital capacity in next 3 years.



50% reduction in carbon emissions (type 1 & 2) from baseline year 18/19.



