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Welcome from the **Chair of Governors**



Welcome to the Heart of Yorkshire Education Group and the first strategic plan for our new organisation following the successful merger between Selby College and Wakefield College in March 2022.

With three colleges in West and North Yorkshire, together, we are committed to delivering the skills needed by our local communities and the wider Yorkshire region, to make a positive contribution to the economy and, ultimately, to people's lives.

Our aspiration is to be outstanding in everything we do. We already have superb people, strong outcomes, an exceptional learner experience, excellent finances, fantastic facilities, and meaningful partnerships. Through the delivery of our strategy, we believe we are in the best position to improve further and be able to deliver on the Government's skills agenda and regional priorities.

We are fortunate to have a highly experienced Board of Governors with extensive expertise and, with the Executive Team, we have set some ambitious strategic objectives for the next three years, with clear measures and outcomes, that we believe will enable us to have the impact we need.

We are so proud of our new Group, of all our Colleges, and what we have achieved together so far. This strategic plan will drive us forward further in our quest to be truly outstanding.

Alongside our ambition, I want to mention the kind and inclusive approach of our staff, which is evident across the entire Group, and I believe this is our key strength, what makes us different and special and will enable us to reach the next level in our journey. I would like to thank all colleagues for their ongoing support and commitment in the work that they do.

I am excited for the future of the Heart of Yorkshire Education Group and what we are going to deliver. We look forward to working in partnership with all of our stakeholders to deliver the skills our region really needs.

A handwritten signature in black ink, appearing to read "A. McConnell".

Andrew McConnell, OBE
Chair of Governors

Introduction and Overview of Priorities from **Principal & CEO**



Having merged two organisations in 2022 to create three amazing Colleges, we're now on a journey to build the Heart of Yorkshire Education Group, and I'm delighted with the progress we've made so far.

With our colleagues across the Group and, working with other stakeholders and partners, we have developed our new vision, mission, values and strategic objectives, and we have set these out clearly in this plan. We now have a detailed route map for reaching our destination in 2025, where we will be outstanding in everything we do.

We have been ambitious in our approach and in setting challenging targets, but we firmly believe that together, we can achieve our priorities through our five objectives –

- 1. Develop a skills offer that is aligned to the needs of the areas we serve through partnership and collaboration**
- 2. Ensure our curriculum delivery is high quality, inclusive and ambitious and we provide an outstanding student experience**
- 3. Develop a high-performing culture and people who are effective and committed**
- 4. Deliver strong finances to facilitate investment in our resources and our offer**
- 5. Commit wholeheartedly to the development of sustainability within our communities**

All of these objectives are underpinned with specific aims, measures and targets we need to achieve over the next three years, and we will work hard to ensure we deliver them.

Whilst we are highly ambitious, I believe that our real strength is our passion for inclusion and a very real commitment to our core values in the way we behave. Our approach and ethos are evident wherever you go in any one of our Colleges, and whoever you talk to.

I am truly grateful to all colleagues in the Heart of Yorkshire Education Group for their dedication and drive in making a difference to people's lives. I am lucky to work with, and very proud of, such a fantastic team and body of staff, and I'm excited by what we can achieve together.

A handwritten signature in black ink, appearing to read "Sam Wright", with a horizontal line underneath.

Sam Wright
Principal and Chief Executive Officer

Vision, Mission & Values

During the merger process, it was clear that **Selby** and **Wakefield** Colleges had similarly ambitious visions, missions, values and aspirations and were a good cultural fit. However, we recognised that it was important to review them to herald a new beginning for our Group....

Our Vision

Quite simply, our vision outlines what we are aiming for in the future, in terms of our long term goals: -

“To be an outstanding, first-choice education group, passionately serving all of our communities.”

Our Mission

Our mission describes why we are here, our purpose and what we do, which is: -

“Our staff positively transform our students’ lives and the communities we serve by putting them at the heart of everything we do.”

Our Values

Our values act as the moral compass for our organisation. They encapsulate the way we do things, how we behave and how we make our decisions. Working with an external, expert organisation, we have consulted extensively with our staff to shape our new values and we are proud to stand behind them –

Respect

We clearly communicate with transparency and integrity and show kindness and passion for the things we do

We create a safe and sustainable environment where all can thrive, enabling creativity and individuality

Inclusion

Ambition

We aspire for excellence, continually growing and looking for opportunities to innovate and develop

We take individual and collective accountability and work together to seize opportunities to continuously improve

Collaboration



About the Heart of Yorkshire Education Group



On Tuesday, 1st March 2022 Selby College and Wakefield College officially merged to form the Heart of Yorkshire Education Group.

Throughout the merger process, the Governors' aim was to create an outstanding, skills-focused organisation that would meet skills priorities at a local, regional, and national level, from campuses in Castleford, Selby and Wakefield. It was a highly collaborative merger – a coming together of organisations that were strengthened by expertise, shared vision, geographic location and commitment – and it was completed quickly and efficiently.

Underneath the new Heart of Yorkshire Education Group, the names and identities of our individual colleges and campuses have continued, with local brands for Castleford College, Selby College and Wakefield College.

“We have reviewed our curriculum and skills offer and, for 2022-23, have expanded our post-16 provision, apprenticeships, higher education, flexible learning and adult qualifications, to meet existing and future skills shortages.”

Through our new Group, we are facilitating enhanced opportunities for students, apprentices and employer partners. We have reviewed our curriculum and skills offer and, for 2022-23, have expanded our post-16 provision, apprenticeships, higher education, flexible learning and adult qualifications, to meet existing and future skills shortages. We can't achieve that without collaborating with our stakeholders – our staff, our partners within the local and regional communities we serve, our employers and our students, and we are grateful for their ongoing support and involvement in shaping what we do.

In terms of leadership and governance, we have established an effective infrastructure. We have a Group Board of Governors, served by committees for Curriculum & Quality, Finance, People & Resources, Audit, Search & Governance and Remuneration. In addition, each of the three Colleges has its own Local College Board (LCB), all of which cover key matters of local importance and feed into the Curriculum & Quality Committee. The Group has a strong Executive Team underneath the Principal and





Chief Executive, with Group Executive Directors for Curriculum & Quality Standards, Apprenticeships, Student Experience & Support, People, Finance & Resources and External Partnerships & Skills Development.

Maintaining our strong and positive reputation is essential, and we will continue to effectively promote our Group, our Colleges and our achievements, and celebrate the successes of our students, our accolades and the awards we garner.

Our Colleges are distinct and serve specific communities, but together as the Heart of Yorkshire Education Group, we have a wider reach, a stronger infrastructure and the opportunity to both excel and to grow.

“In terms of leadership and governance, we have established an effective infrastructure.”

Group Facts & Figures

Staff members

930

16-18 year old students

4,173

Students aged 19+

3,550

Apprentices

1,577

HE students

618

Partner schools

68

Partner employers

1,344

An Overview of our Colleges

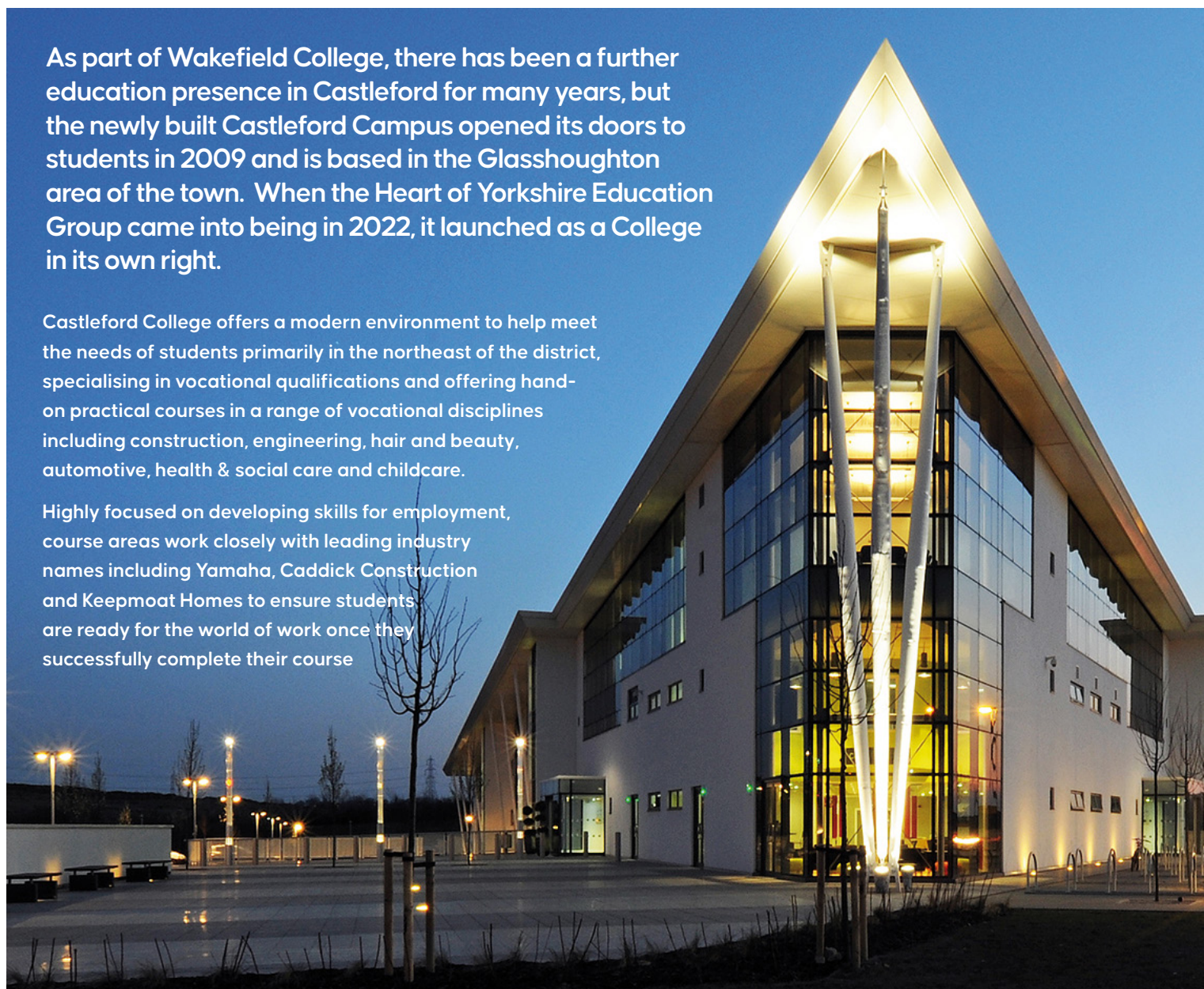
Castleford College



As part of Wakefield College, there has been a further education presence in Castleford for many years, but the newly built Castleford Campus opened its doors to students in 2009 and is based in the Glasshoughton area of the town. When the Heart of Yorkshire Education Group came into being in 2022, it launched as a College in its own right.

Castleford College offers a modern environment to help meet the needs of students primarily in the northeast of the district, specialising in vocational qualifications and offering hand-on practical courses in a range of vocational disciplines including construction, engineering, hair and beauty, automotive, health & social care and childcare.

Highly focused on developing skills for employment, course areas work closely with leading industry names including Yamaha, Caddick Construction and Keepmoat Homes to ensure students are ready for the world of work once they successfully complete their course





Overview of the Campus

Castleford College is primarily home to skills-based courses in areas including construction, hair and beauty, engineering and automotive studies. Square footage is 11,153 m2 and purpose-built facilities include:

- Hair and Beauty Salons open to the public
- Engineering labs covering mechanical and electrical pathways.
- Construction workshops with dedicated working bays for students studying a range of disciplines including joinery, brickwork, plumbing and electrical installation.
- Multiple car service lifts and a spray booth for automotive students.
- Open plan learning resource centre at the heart of the campus.

Facts & Figures

Staff members

164

16-18 year old students

842

Students aged 19+

264

Apprentices

419

Partner schools

30

Partner employers

386

An Overview of our Colleges

Selby College



Providing a wealth of courses and clear progression routes, the College offers A Levels, T Levels, Vocational courses, Apprenticeships, Higher Education, Adult Learning and Professional Courses for Employers. Having undergone a massive £40m campus redevelopment, it boasts some of the most up to date facilities of any education provider in the area.



Selby College is playing a leading role alongside other local institutions in the development of the Yorkshire & Humber Institute of Technology, which is designed to increase higher-level technical skills for employers. As part of this, the College specialises in Digital and Automation within Engineering and manufacturing, which includes the latest Industry 4.0 automation technology.





Overview of the Campus

The College's campus on Abbot's Road in Selby occupies a site of approximately 18.6 acres comprising 9.4 acres of built-up campus and 9.2 acres of sports and playing fields. Square footage is 17,177 m² and facilities encompass some of the latest teaching aids and technology, aimed at helping our learners to progress, including:

- Professional Hair and Beauty and Beauty Therapy salons and a spa
- A fully equipped sports hall and gym
- An award-winning restaurant which is equipped with fully functioning kitchens and a licensed bar.
- Impressive construction workshops
- Following a £600k investment in its Engineering facilities, the College now has a state-of-the-art manufacturing facility on campus, as part of its role within the Yorkshire and Humber Institute of Technology.

Facts & Figures

Staff members

212

16-18 year old students

1,064

Students aged 19+

935

Apprentices

509

HE students

217

Partner schools

14

Partner employers

449

An Overview of our Colleges

Wakefield College



The College is based at the Heart of Yorkshire Education Group's City Campus and has been providing education and training for over 150 years. Just a five-minute walk from both Wakefield Bus Station and Westgate Train Station, the campus is home to thousands of learners.

As the largest provider of education and training in the District, Wakefield College has something for everyone. A huge portfolio of courses covering academic and vocational routes alongside apprenticeships, part-time adult courses and a growing university-level provision. 2021 saw the introduction of the exciting new T Level courses, which promise to provide an alternative route for school leavers.

Students range in age from 16 up to 60 and are offered a range of courses from pre-entry level all the way up to degree level.

A dedicated Business Development Team helps the meet the needs of regional businesses through the provision of bespoke training and qualifications including apprenticeships.





Overview of the Campus

The campus has grown its footprint over recent years and seen significant investment to ensure students learn in a modern, state of the art environment. Square footage is 21,316 m2 and facilities include:

- **The Seacole building** – a dedicated HE centre and home to the University Centre at Wakefield College. The facility features a 90-seat lecture theatre and flexible teaching and learning rooms.
- **The Beaumont building**, refurbished and opened in 2019 and home to the award-winning Gaskells Restaurant.
- **The Gissing building** – a hub of activity for the creative industries and location for the School of Popular Music.
- **The Radcliffe Building** – spread over four floors, the Radcliffe Building is home to a number of different course areas and also boasts the Digital Industries Centre.
- **Harrison building** – home to the Sixth Form Learning Resource Centre and popular on-site Starbucks Café.
- **The Waterton building**, located on Wood Street and home to Performing Arts provision. Boasting a 160-seat performance theatre alongside several performance studios.

Facts & Figures

Staff members

554

16-18 year old students

2,267

Students aged 19+

2,351

Apprentices

649

HE students

401

Partner schools

38

Partner employers

509

Meeting Local, Regional and National Skills Priorities

As part of the Skills & Post 16 Education Act 2022, FE colleges now have a duty to review their contribution to meeting skills needs – at a local level, but also at a regional and national level. This is at the core of our curriculum and skills provision planning.

With our Group of Colleges, we serve a wide area across Yorkshire. Castleford College and Wakefield College are based in the Wakefield District, within the Leeds City Region (LCR) Local Enterprise Partnership (LEP) and the West Yorkshire Combined Authority (WYCA) region. Selby College is based in the Selby District, soon to be part of the new North Yorkshire Council, and the York and North Yorkshire LEP. Selby College also does much work in the Humberside and East Yorkshire (HEY) LEP area, East Riding of Yorkshire, and also has some learners in the WYCA area.

At a regional and local level, several strategies and plans are integral to our future strategies and inform our planning.

For Wakefield and Castleford Colleges, this includes –

- WYCA and LCR LEP Employment and Skills Framework (June 21)
- WYCA Strategic Economic Framework (September 2020)
- Wakefield District Economic Strategy 2018-23

For Selby College, this includes –

- YNY LEP Plan to Reshape our Economy – Greener, Fairer, Stronger (October 2020)
- Local Industrial Strategy 2020
- Y&NY LEP Skills Strategy 2021-26
- Humber & East Yorkshire Local Skills Report 2022
- Selby District Council Plan 2020-30
- The Selby District Economic Development Framework 2017-22 and beyond
- East Riding Economic Strategy 2018-22

Although there are clear priorities within each, there are common themes throughout, including –

- Responding to regional skills priorities
- Investing in workforce skills
- Developing higher level skills and technical education to drive innovation and productivity and facilitate progression
- Embedding digital skills
- Developing green skills
- Supporting unemployed adults or those at risk of redundancy to gain skills and secure work;
- Growing traineeship and apprenticeship provision
- Lifelong learning
- Focusing on careers, employment, information, advice and guidance that reflects local labour market intelligence

All of these feature heavily in the Government's Skills & Post-16 Education Act and the Levelling-Up White Paper.



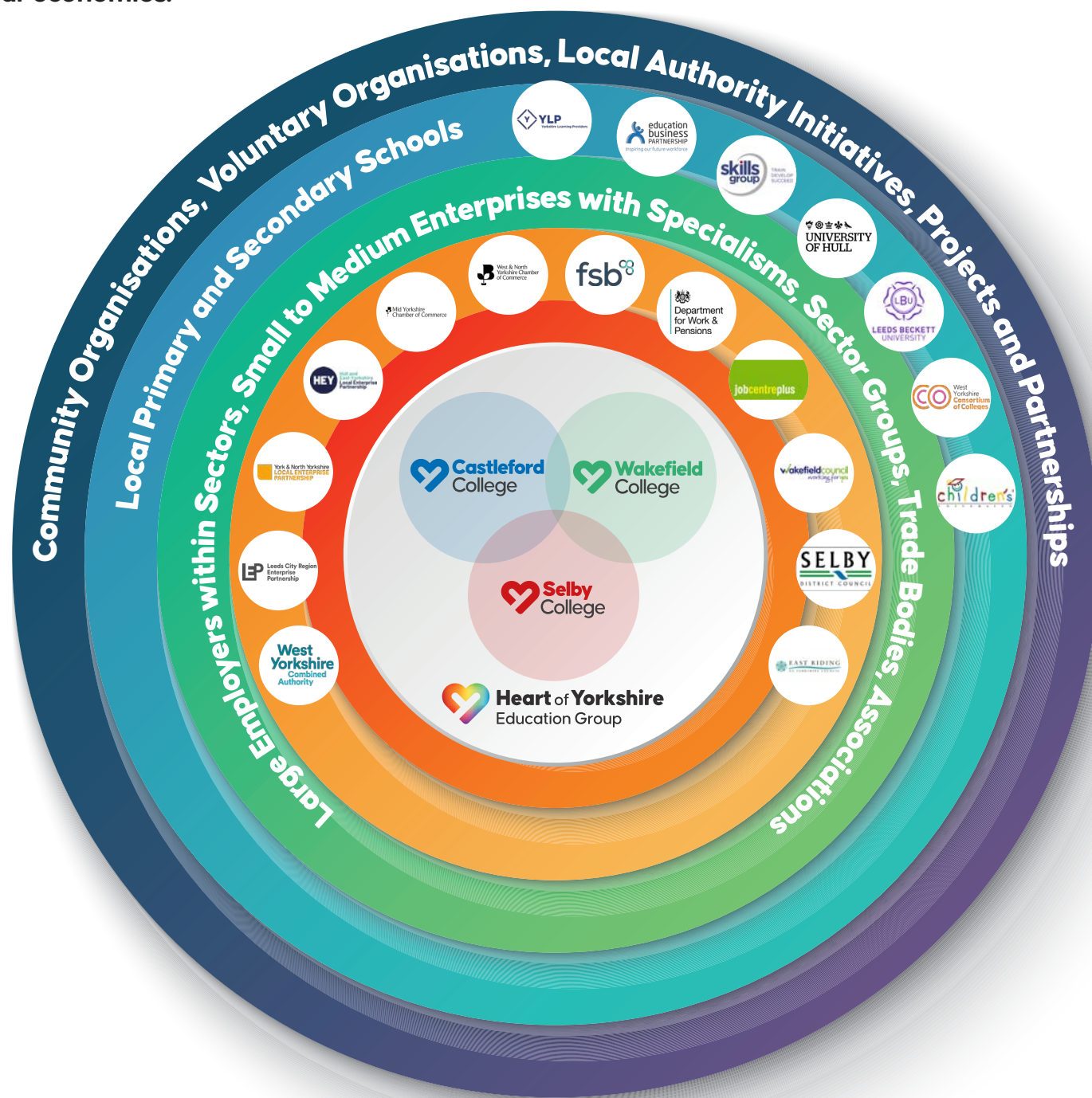
Priority Skills Sectors within our Regions and Districts

West Yorkshire Combined Authority	York & North Yorkshire Local Enterprise Partnership	Humber & East Yorkshire Local Enterprise Partnership
<p>High-productivity sectors with skills deficits: -</p> <ul style="list-style-type: none"> • Engineering & Manufacturing • Infrastructure Skills • Digital Skills • Health & Social Care <p>Areas of strength for inward investors: -</p> <ul style="list-style-type: none"> • Manufacturing • Digital • Healthcare & Innovation <p>High employment sectors: -</p> <ul style="list-style-type: none"> • Hospitality • Retail • Social Care • Leisure 	<p>Priority sectors: -</p> <ul style="list-style-type: none"> • Agriculture, Forestry and Fishing • Manufacturing • Accommodation & Food Service • Bio-Economy & Agri-Tech <p>Sectors with emphasis on low carbon skills: -</p> <ul style="list-style-type: none"> • Agri-Food • Manufacturing • Construction • Utilities • Transport & Logistics • Public Sector 	<p>Priority sectors: -</p> <ul style="list-style-type: none"> • Health & Social Care • Construction • Digital & Technology • Haulage, Ports & Logistics • Manufacturing • Low Carbon Technologies • Tourism & the Visitor Economy • Medicare • Agri-Tech and Food
Wakefield District	Selby District	East Riding of Yorkshire
<p>Priority sectors: -</p> <ul style="list-style-type: none"> • Engineering & Manufacturing • Infrastructure Skills • Digital Skills • Health & Social Care <p>High employment sectors: -</p> <ul style="list-style-type: none"> • Hospitality • Retail • Social Care • Leisure 	<p>Priority sectors: -</p> <ul style="list-style-type: none"> • Creative Industries • Visitor Economy & Hospitality • Energy • Agri-tech • Advanced Manufacturing • Logistics • Construction 	<p>Growth sectors: -</p> <ul style="list-style-type: none"> • Agri-Food & Bio-Renewables • Ports & Logistics • Energy • Manufacturing & Engineering • Creative & Digital

Having reviewed the priorities within economic and skills strategies and frameworks, we utilise labour market intelligence extensively to inform our thinking around the curriculum and will continue to do so.

Our Stakeholder Map and our Commitment to Engaging Employers

The strength of the relationships we have with our stakeholders and partners is paramount. Whatever kind of stakeholder, all are important in ensuring we are focused on the right things in shaping what we do and, at the same time, are able to play a meaningful role in improving our economies.



As well as delivering on skills priorities, we are here to support and to be involved in the work of community partners, voluntary and charitable organisations, to make a real difference to our local residents' lives and their wellbeing, which includes our students.

We are highly committed to collaborative working and arrangements with other skills and education organisations and have strong partnerships and joint projects with other college consortiums and groups in West Yorkshire and North Yorkshire, as well as the York and North Yorkshire Institute of Technology.

Listening to and Involving our Employers

We aim to involve employers in everything we do. Across the Group, we work with more than 1,300 employers and have a clear engagement strategy in place.

We are also keen to further develop our already strong relationships with our Chambers of Commerce, the Federation of Small Businesses and other employer bodies – who are connected to employers across the region and who provide us with invaluable feedback and support.

Employer engagement is essential for us to –

- Understand the changing employment demands and skill needs of different sectors through effective and regular employer forum meetings covering all aspects of provision
- Inform our curriculum design and planning and the range of provision we deliver
- Jointly develop new and bespoke programmes
- Influence the way we teach our students in the classroom, considering specific requirements in terms of the knowledge, skills and behavioural development our students need to move into jobs with good employers
- Ensure that our students are receiving current information directly from employers – through delivery of specific modules and guest lectures
- Offer work experience and industry placement opportunities that will enable our students to gain fantastic practical experiences that will help them in their careers
- Facilitate opportunities for our students and local residents to move into meaningful jobs through our talent pipeline
- Understand how we can move those furthest from the job market into roles with them and work with them on Sector-based Work Academy Programmes (SWAPs)
- Develop our estate and our facilities to industry standards and ensure that our equipment is in line with what our students would experience in the workplace
 - Enable our teachers to develop industry standard skills, to remain current and prepare for future skills needs and ensuring we recruit staff with the right skill set
 - Inspire our students, our staff and our community to work in the sectors with high demand for skills



Strategic Priorities and Objectives

In planning the strategic direction of the Heart of Yorkshire Education Group and our three Colleges over the next three years, we have established five key strategic objectives. In working towards and ultimately achieving these, we will be able to truly excel and provide an outstanding experience for our students, employers and the communities we serve.

Strategic Objective 1

Develop a skills offer that is aligned to the needs of the areas we serve through partnership and collaboration

Our intent is to offer the right skills for now and for the future through innovative, relevant courses and qualifications – right for the region, for jobs for our learners and employers. We are working with our local and regional partners to do this and to improve our economy.

In working with our key stakeholders and our employer partners, we aim to develop flexible, relevant programmes that, wherever possible are bespoke to their needs and right for the workplace, including blended learning approaches.

Our Curriculum & Skills Strategy will be key to us achieving this objective, and our annual curriculum plans will reflect the ambition we have, with clear progression pathways. We will build into our curriculum offer the skills and behaviours needed to access meaningful opportunities for employment and progression, weaving the development of digital skills and sustainability throughout our teaching and learning programmes.

We are a leading institution in meeting skills needs across Yorkshire, and we know that external liaison and building effective partnerships with our stakeholders is essential to our success.

This includes collaboration with a diverse range of educational providers – FE colleges, training providers and higher education institutions (HEIs) – to ensure that our combined skills offer and approach is going to have the impact our Yorkshire communities and local economies really need.

It is of paramount importance to continue our partnerships with our local feeder high schools, and also to support the work of primary schools in inspiring children to consider their futures and career options.

Collaboration with external stakeholders and partners is key, including Combined Authority, Local Enterprise Partnerships and Council partners, the Chambers of Commerce, the Federation of Small Businesses, DWP, employers and local

voluntary and community organisations to ensure we achieve wider regional and local goals in terms of skills needs and contribution to our economy.

Of course, engaging meaningfully with employers is essential to inform all aspects of what we do and our Stakeholder Engagement Strategy encompasses all aspects of interactions with employers. We need to work closely with them to inform our curriculum development and to ensure our students and apprentices have the right skills for the workplace through relevant teaching and learning.

“We are a leading institution in meeting skills needs across Yorkshire”

In addition, we want to support employers in their endeavours to recruit well-trained, effective individuals, through the provision of a talent-pipeline of employment ready students. Through liaison with employers to secure excellent work experience opportunities and industry placements for T Level students, we will ensure our students are fully prepared for the world of work.

A strong and positive reputation is essential, and we will continue to effectively promote our Group, our Colleges and our achievements, and celebrate the successes of our students, our accolades and the awards we garner. Our research-driven marketing and communications strategy addresses all of our stakeholder groups and aims to facilitate excellent engagement with all individuals, employers and partners.

Having come together as the Heart of Yorkshire Education Group in 2022, it is important that everyone understands how we are structured, our brands and the way we work, and we will continue to focus on this to further build our reputation.

Strategic Objective 2

Ensure our curriculum delivery is high quality, inclusive and ambitious and we provide an outstanding student experience

We want to deliver an outstanding experience for our students, apprentices, the employers we work with and our partners.

To ensure this, we will implement exceptional teaching learning and assessment, tailored to individual starting points and needs. At the same time, we will provide a superb, highly supportive student experience, both inside and outside the classroom, that prepares individuals for work and for life and supports mental health and wellbeing.

We are focused not only on our students gaining qualifications, but on them acquiring new skills, experiences, values and attitudes and being able to apply them effectively and progress onto aspirational destinations.

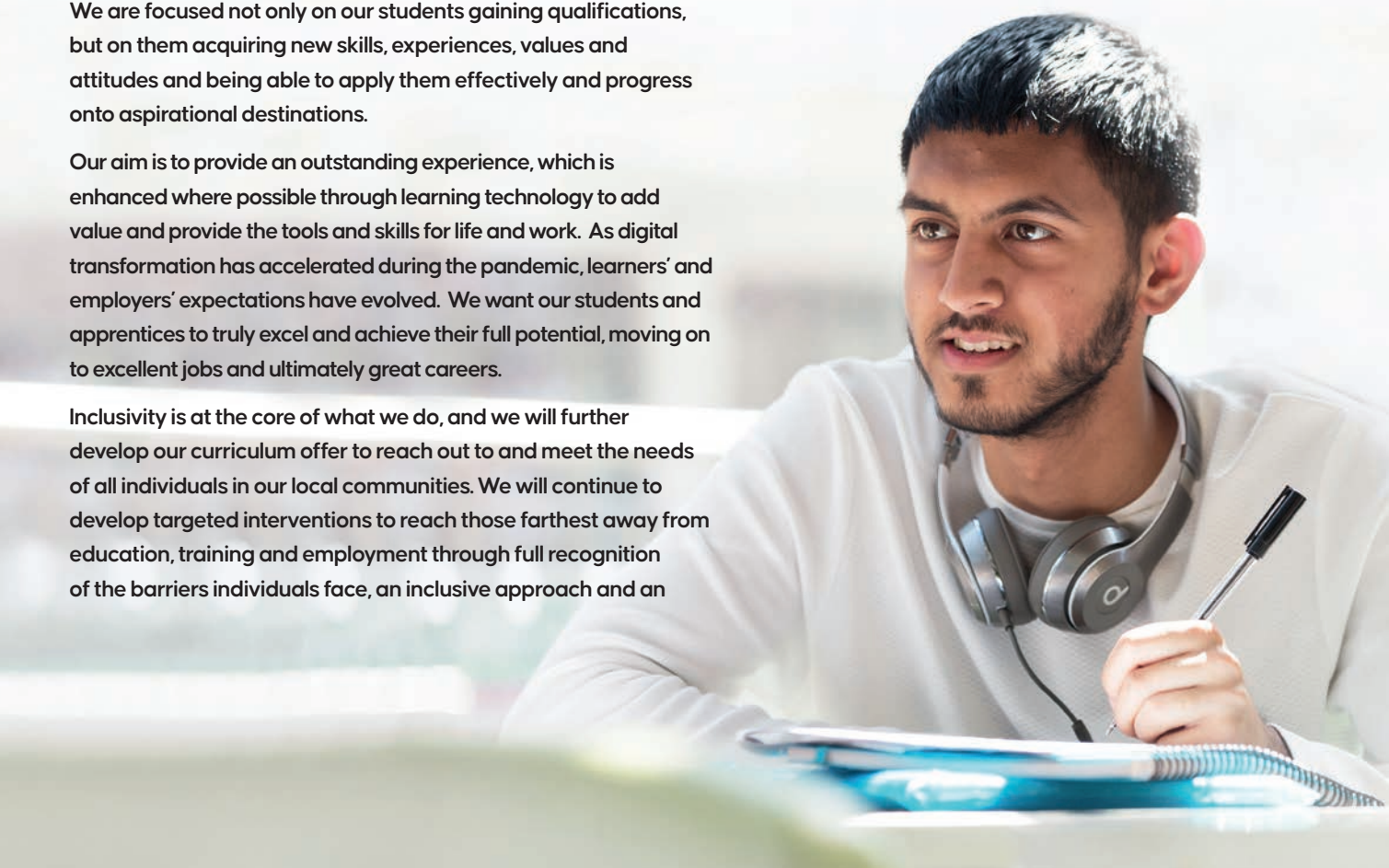
Our aim is to provide an outstanding experience, which is enhanced where possible through learning technology to add value and provide the tools and skills for life and work. As digital transformation has accelerated during the pandemic, learners' and employers' expectations have evolved. We want our students and apprentices to truly excel and achieve their full potential, moving on to excellent jobs and ultimately great careers.

Inclusivity is at the core of what we do, and we will further develop our curriculum offer to reach out to and meet the needs of all individuals in our local communities. We will continue to develop targeted interventions to reach those farthest away from education, training and employment through full recognition of the barriers individuals face, an inclusive approach and an

engaging curriculum offer with clear pathways from the lowest level to the highest. This will include alternative curriculum and supporting young people to remain and progress in education.

In return, the expectations we have of our students and apprentices are high and we will work with them to ensure we all play a part in achieving our goals.

Fully listening to our student voice and employer feedback will enable us to test our thinking and continually improve our impact.



Strategic Priorities and Objectives

Strategic Objective 3

Develop a high-performing culture and people who are effective and committed

We believe that our people are our most valuable resource. They are the secret to our success and our People Strategy reflects this.

Following the merger in 2022, our focus will be on continuing to build our Group's positive culture and living by our new values, which all colleagues have been engaged in establishing.

We will continue to focus on optimising the mental health and wellbeing of our staff, as well as our students, carefully listening to them, their views, and ideas through effective employee voice mechanisms.

Ultimately, it is important that colleagues enjoy and feel passionate about the work they do in our Colleges. We have a strong staff satisfaction rate, but we will not rest on our laurels and will continue to improve this further.

Colleagues appreciate that expectations of them are high – we are here to make a difference to our students lives and the communities we serve. Our staff understand that we are all accountable and we will continue to endeavour to perform at the highest levels possible.

We will equip our staff with the right skills to deliver our vision, our mission, and our strategic aims, through a relevant and comprehensive continuing professional development and upskilling that enhances and improves professional practice. And, for new staff, we will provide a rigorous induction and onboarding programme.

We will continue to build leadership at all levels of the organisation and develop succession plans that position us strongly for the future.

Our aim is to have a positive, inclusive culture that promotes equality and diversity. We are committed to ensuring our governance, leadership and every day practice is informed by a wide range of people, and we strive to represent our student body at all levels of the organisation.

We aim to continuously evaluate our own work through an inclusive lens, always promoting equality and diversity in all that we do.



Strategic Objective 4

Ensure our finances are to facilitate investment in our resources and our offer

We are driven first and foremost by making a positive difference to our students' and apprentices' life chances, alongside contributing to our local communities and the development of a successful economy. However, we need strong finances in order to do the work we do, power further investment, ensure our long-term sustainability and to protect our organisation against external changes.

We aim to have strong finances, which means growing our income further, and effectively managing our costs. We believe that in providing an excellent service, we will encourage 'repeat business' and we will enhance our reputation, resulting in strengthened partnerships, additional students, apprentices and work with employers.

Ensuring we can offer superb physical and digital learning environments is absolutely key. Our estate is already of an excellent quality, with state-of-the-art buildings and facilities. Of course, we will continue to invest in it to continue to provide first class learning environments that mirror the work environment wherever possible.

In terms of our digital infrastructure, we aim to deliver greater resilience in connectivity and productivity across our Group, for both students and staff.



Strategic Priorities and Objectives

Strategic Objective 5

Commit wholeheartedly to the development of sustainability within our communities

We will place environmental sustainability at the heart of all of our activities. We fully recognise the role we need to play in supporting the region's aspirations and focus on sustainability measures, including reducing our carbon footprint and moving towards net zero, alongside developing sustainability skills in readiness for green jobs.

In our commitment to developing green skills for the future, we have undertaken a research project to review the requirements of local employers, which will inform our curriculum planning and delivery moving forward.

Our Sustainability Strategy is being developed to encompass sustainability in everything we do, which means developing the wider skills and understanding of environmental matters that our staff and students need, as well as those technical and specific green skills. We are keen for our students and staff to be provided with the knowledge and tools to be agents of change in response to the climate emergency.

Alongside our skills development, we aim to move to net zero by 2038. To do this, we will develop an ambitious and rigorous plan with clear timescales.

We are focusing on our estate and facilities and our own practices – procurement, travel and transport and reduce/reuse/recycling.

Of course, to do this effectively we will need to collaborate and engage with partners and specialist forums, and we are already well connected within local networks and partnerships. We will continue to review and build on this.

We are passionate about building for our future; protecting the environment; and 'playing our part'. We will continue to engage with our staff and our students to become our ambassadors in taking this forward.





Measures and KPIs

Underpinning each of our five core objectives are strategic aims, with clear measures that will demonstrate our performance in all aspects of what we do.

Strategic Objective 1

Develop a skills offer that is aligned to the needs of the areas we serve through partnership and collaboration

Strategic Aims	Measures
1.1 Skills for now and for the future through innovative, relevant courses and qualifications – right for the region, for jobs for our learners and employers	<p>Our curriculum offer delivers local, regional and government skills priorities whilst facilitating social mobility through comprehensive and inclusive progression pathways and the development of transferrable skills.</p> <p>The curriculum strategy and plan will deliver this, as established at the annual curriculum-setting event involving the Group Board, Local College Boards and an Employer Panel</p>
1.2 Effective employer engagement to inform and innovate our curriculum	Growth of number of employers engaged
	Increased participation of employers in sector specific forums to shape curriculum development
1.3 Excellent external liaison with our communities and collaboration with stakeholders, resulting in strong partnerships and growth	Achievement of student engagement, school leaver recruitment and funding targets
	Positioned effectively with partners to tender for growth of additional funding streams and projects – eg – SDF, LSIPs, Skills Bootcamps
1.4 Further developing our positive reputation and positioning the Group for growth	Increased levels of positive media coverage (press and social media)

Strategic Objective 2

Ensure our curriculum delivery is high quality, inclusive and ambitious and we provide an outstanding student experience

Strategic Aims	Measures
2.1 Strong student and apprentice outcomes	High Levels of achievement
	High Levels of retention
	High levels of attendance
	Positive destinations
2.2 Strong apprenticeship outcomes and full compliance with the Apprenticeship Accountability Framework	Apprenticeship Accountability Framework measures
2.3 High levels of satisfaction	Student and employer satisfaction in survey feedback
2.4 Exceptional teaching, learning and assessment	Annual Self Assessment Report
	Observations
2.5 Outstanding student experience	Careers Pledge measures
	The development of digital skills and sustainability skills
	Engagement of young people in wider activities that build cultural capital and life skills, including work experience
	Ensure we deliver all mandatory work and T Level industry placements
	Ensuring all students are fully supported and feel safe
2.6 External recognition of high performance	Ofsted grade
	TEF rating

Measures and KPIs

Strategic Objective 3

Develop a high-performing culture and people who are effective and committed

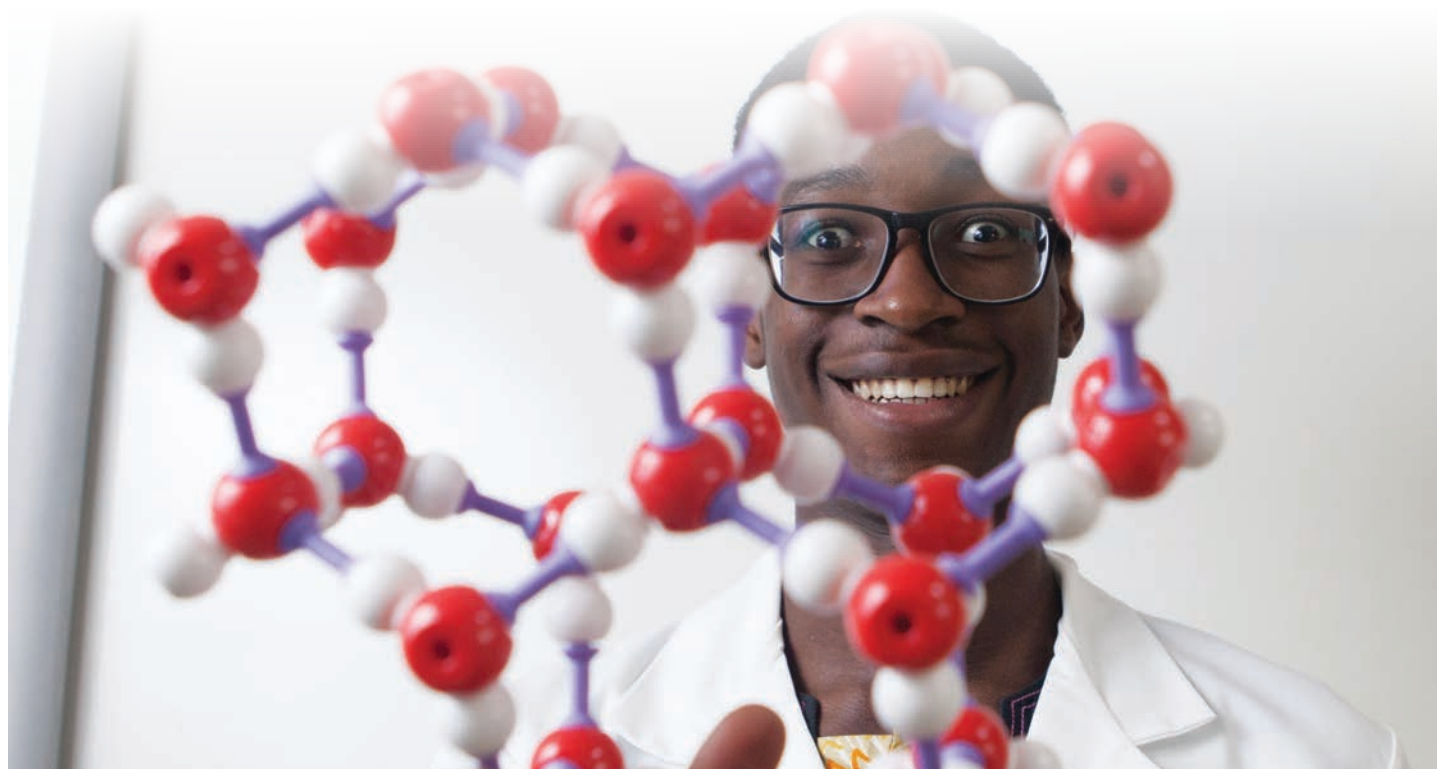
Strategic Aims	Measures
3.1 High performing, motivated and satisfied staff	Staff feedback mechanisms demonstrate a high level of staff engagement and satisfaction
	Staff agree the Group takes their wellbeing seriously
	High performance of staff will be evidenced by achievement of strategic objectives and KPIs
3.2 Staff have the right skills to deliver our strategic objectives	Staff undertake, record and reflect on CPD that enhances and improves professional practice
	Effective recruitment onboarding, and induction of staff focused on delivering strategic objectives
3.3 A positive, inclusive culture that promotes equality and diversity	Developing employee voice mechanisms that are effective, through ensuring that our staff members' lived experiences are captured and acted on
	Our staff body is reflective of the districts we serve and we represent our student body at all levels of the organisation



Strategic Objective 4

Ensure our finances are strong to facilitate investment in our resources and our offer

Strategic Aims	Measures
4.1 Financially strong performance to power investment	Growth in core funding streams and achieving our contracted funding and participation targets
	Calculated ESFA Financial Health Grade
	Forecast cash position
	Staffing ratio
4.2 Outstanding physical and digital learning environments	Quality of estate
	Digital learning environment



Measures and KPIs

Strategic Objective 5

Commit wholeheartedly to the development of sustainability within our communities

Strategic Aims	Measures
5.1 Developing green skills for the future	Research undertaken to establish green and sustainability skills requirements of local employers to inform curriculum planning
	Staff development around sustainability skills
	Development of student sustainability skills
5.2 Ensuring sustainability of our estate and our practices	Sustainability in our estate and our own practices to move towards net zero by 2038
5.3 Working collaboratively with partners to play our part in driving forward sustainability strategies in the regions we serve	Membership of key forums to inform the development of our Sustainability Strategy and facilitate partnership and collaboration to ensure we are meeting the needs of our regions
	Optimise visibility of our Sustainability Strategy and Action Plan





