




2024-2027



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WEST NOTTINGHAMSHIRE COLLEGE
STRATEGIC PLAN





OUR MISSION IS:

To provide skills to enable all students, employer partners and our community to thrive.

WE WILL BECOME:

A force for raising aspirations across our communities, where high-performing staff encourage students to stretch the boundaries of their potential and, in partnership with employers, develop the workforce of the future.

OUR VALUES:

- R**espect
- I**ntegrity
- C**ollaboration
- H**igh **E**xpectations
- R**esponsibility

STRATEGIC AIMS

AIM 1: STUDENTS

We will encourage and inspire our students to aim high in life and at work, and equip them to achieve these ambitions.

AIM 2: EMPLOYEES

We will be a great place to work, where we attract, train, develop and retain skilled staff to enable our students to reach their full potential.

AIM 3: EMPLOYERS

We will work with local employers to understand the skills their employees will need today and in the future and collaborate with them to provide our students with these skills.

AIM 4: COMMUNITIES

We will be a significant force in developing partnerships that raise aspirations throughout the communities we serve, addressing economic inactivity, health inequalities, and poor social mobility, whilst driving new opportunities and place-shaping.

AIM 5: FINANCES

We will sustain the financial strength required to deliver high-quality services in response to new challenges.

AIM 6: INFRASTRUCTURE

We will continue to invest in and optimise the efficiency of well-managed facilities, systems and resources to support outstanding learning.

AIM 7: COLLABORATION

We will develop strong strategic partnerships to raise aspirations and opportunities across the communities we serve.



STRATEGIC OBJECTIVES

We will maintain a rolling three-year set of strategic objectives to ensure that we drive the college towards its vision. They are designed to be progressive, with each year building on the achievements of prior years. These will serve as the performance objectives for the principal and will be cascaded into objectives for the executive and onwards throughout the college. We will develop a brief, milestone plan for every objective. The governing body will monitor progress against these objectives at least once every term.

2024-2025 ▶

Improve teaching and learning to enable students to achieve at least their minimum target grades and to ensure that increasing numbers achieve high grades.
Consolidate our self-assessment grade of 'good' with significant 'outstanding' features.
Ensure that the college is judged to be 'on track' in all of the apprenticeship accountability measures.
55% of 16-18-year-olds enrolled in GCSE English improve by at least one grade and 30% by at least two grades.
40% of 16-18-year-olds enrolled in GCSE Maths improve by at least one grade and 20% by at least two grades.
Increase the proportion of study programmes students who leave to take up positive full-time destinations in education and employment to 94%.
Implement the People Strategy to ensure that we continue to develop our own pipeline of high-quality staff able to flexibly meet the changing demands of the local economy and national educational policy.
Achieve a rating for 'overall satisfaction' within the top quartile of all colleges within the staff survey.
100% of staff will undertake upskilling opportunities, including an industry placement as part of their personal development.
All staff to have digital skills to enable them to meet the current and future requirements of their job role.
Ensure that our curriculum remains inclusive for students, and responsive to local partner employers and the strategy of the elected mayor, whilst being developed in response to curriculum reforms.
Further improve our offer to adults and equip them with the skills to be successful now and in the future.
Continue to use employer advisory panels to develop our transferable skills framework and influence curriculum development for young people and adults.
Meet our key financial targets relating to staff cost, operating surplus, EBITDA, and bank covenants; build and use cash balances and net assets (excluding pensions) to invest in our curriculum.
Progress capital projects in accordance with agreed timescales and within agreed budgets.
Implement the Carbon Reduction Strategy, working towards a net zero target, and continue to follow the Climate Action Roadmap for FE Colleges.

2025-2026 ▶

Improve teaching and learning to enable at least 50% of students to achieve their aspirational target grades.
Achieve a self-assessment grade of 'outstanding'.
Ensure that the college is judged to be 'on track' in all the apprenticeship accountability measures.
75% of 16-18-year-olds enrolled in GCSE English improve by at least one grade and 40% by at least two grades.
60% of 16-18-year-olds enrolled in GCSE Maths improve by at least one grade and 30% by at least two grades.
Increase the proportion of study programmes students who leave to take up positive full-time destinations in education and employment to 95%.
Implement the People Strategy to ensure that we continue to develop our own pipeline of high-quality staff able to flexibly meet the changing demands of the local economy and national educational policy.
Achieve a rating for 'overall satisfaction' within the top quartile of all colleges within the staff survey.
100% of staff will undertake upskilling opportunities, including an industry placement as part of their personal development.
All staff to have digital skills to enable them to meet the current and future requirements of their job role.
Ensure that our curriculum remains inclusive for students, and responsive to local partner employers and the strategy of the elected mayor, whilst being developed in response to curriculum reforms.
Further improve our offer to adults and equip them with the skills to be successful now and in the future.
Continue to use employer advisory panels to develop our transferable skills framework and influence curriculum development for young people and adults.
Meet our key financial targets relating to staff cost, operating surplus, EBITDA, and bank covenants; build and use cash balances and net assets (excluding pensions) to invest in our curriculum.
Progress capital projects in accordance with agreed timescales and within agreed budgets.
Implement the Carbon Reduction Strategy, working towards a net zero target, and continue to follow the Climate Action Roadmap for FE Colleges.

2026-2027

Improve teaching and learning to enable at least 60% of students to achieve their aspirational target grades.
Consolidate our self-assessment grade of 'outstanding'.
Improve apprenticeships overall achievement to 6% above the national rate.
80% of 16-18-year-olds enrolled in GCSE English improve by at least one grade and 30% by at least two grades.
70% of 16-18-year-olds enrolled in GCSE Maths improve by at least one grade and 20% by at least two grades.
Increase the proportion of study programmes students who leave to take up positive full-time destinations in education and employment to 96%.
Implement the People Strategy to ensure that we continue to develop our own pipeline of high-quality staff able to flexibly meet the changing demands of the local economy and national educational policy.
Achieve a rating for 'overall satisfaction' within the top quartile of all colleges within the staff survey.
100% of staff will undertake upskilling opportunities, including an industry placement as part of their personal development.
All staff have an individualised CPD plan and are engaged in completing that plan.
Ensure that our curriculum remains inclusive for students, and responsive to local partner employers and the strategy of the elected mayor, whilst being developed in response to curriculum reforms.
Further improve our offer to adults and equip them with the skills to be successful now and in the future.
Fully embed the development of our transferable skills framework in partnership with employer advisory panels, which also have clear and direct influence over our curriculum for both young people and adults.
Meet our key financial targets relating to staff cost, operating surplus, EBITDA, and bank covenants; build and use cash balances and net assets (excluding pensions) to invest in our curriculum.
Progress capital projects in accordance with agreed timescales and within agreed budgets.
Implement the Carbon Reduction Strategy, working towards a net zero target, and continue to follow the Climate Action Roadmap for FE Colleges.

THE ASPIRE CURRICULUM



It is our intention that every course at every level will meet the standard set out below.

AMBITION

The college will be clear that every course is simply a stepping stone into the next stage of a student's career.

We will constantly and consistently support the value of achieving the highest grade possible, and will encourage our partners, particularly employers and universities, to do the same.

We will strive to understand and meet the needs of every student so that no teachers or specialists feel obliged to set lower targets for those in disadvantaged groups.

SUCCESS IN LIFE

The college will support students in acquiring good habits for learning and for future employment. These will be appropriate to the level of study and the next stage of learning.

We will show our students that we believe in them and their ability to succeed in life.

We will encourage and support every student in improving their maths and English skills.

PLANNING

Each course will be constructed so that skills, knowledge and attributes will build up coherently, logically and progressively.

Whilst allowing students to choose their own path, every course will have at least one clear progression route mapped to it with students supported to progress.

The classroom-based curriculum will provide high-quality preparation for progression onto an apprenticeship.

The curriculum will provide progression from one level to the next, including from FE into HE.

Our subcontractors will be incentivised to ensure that their students progress onto purposeful learning at a higher level, including college courses whenever appropriate.

INDIVIDUAL NEEDS

We will consider the needs of all disadvantaged groups in designing and delivering our curriculum, and in providing support.

To ensure that all students can fully access the curriculum, we will train teaching and support staff to meet the needs of our most vulnerable students, including those with learning difficulties/disabilities, those who may have suffered early childhood trauma, and those who may have struggled to engage in formal secondary education.

We will identify the most able students in every group and encourage them to aim high, broaden their learning, and achieve great outcomes which align with their potential and their aspirations.

We will respond to students who disengage from their learning by first seeking to understand and then work with them to adjust our approach and provide support, whilst maintaining the high expectations enabling them to thrive.

RELEVANCE

We will develop partnerships with local, regional and national employers to enable them to contribute fully to the design and delivery of courses across the college curriculum.

We will use our resources effectively to understand the nature of the future jobs market in order to best prepare and advise our students for prosperous futures.

We will use the talents of our teachers and the resources at our disposal to develop talented employees who will support their employers to compete in a changing and technological context.

We will help every student to find something they're good at, to build their self-confidence and self-esteem and to enable them to thrive.

EXCELLENCE

We will embolden our staff to be creative in their practice in order to provide students with a high-quality learning experience, wherever and whatever they are studying.

We will encourage our staff to share their successes and areas for development with colleagues in order to learn as much from one another as we can.

We will use our deep dives to identify the best practice and use this to support those whose performance may not yet be at that level.

EMPOWERMENT

We will empower our staff to be creative in their practice in order to provide students with a high-quality learning experience, wherever and whatever they are studying.

We will empower our staff to take control of their own professional development by sharing their professional practice expertise with colleagues.

We will empower our students to shape their own development through flexible use of the study programme, enrichment and employer engagement.

This strategic curriculum intent will be developed for specific groups of students, including education programmes for young people, adult learning programmes, apprenticeships, provision for students with high needs, and higher education.

Curriculum teams will be asked to consider how this framework can be used to ensure that their courses play a part in taking the college towards achieving its vision.

LIVING OUR VALUES TO ACHIEVE OUR VISION



R

RESPECT

I

INTEGRITY

C

COLLABORATION

HE

HIGH EXPECTATIONS

R

RESPONSIBILITY

LEADERS

Treat every member of staff as they would wish to be treated.

Remember to say 'please' and 'thank you'.

Listen hard to other members of staff and consider carefully what is said.

Make decisions fairly and, as far as possible, in an open and transparent way.

Tell the truth.

Always share information on college performance as openly as possible.

Face up to difficult decisions in the interests of the college.

Communicate effectively, regularly and routinely so that everyone feels able to contribute fully.

Share successes and frustrations so that we can all learn together.

Demand the very best of ourselves and be honest about where we need to improve.

Set clear expectations of the college and those who work here.

Support and invest in staff to improve their performance.

Identify the best practice and use this to support those whose performance may not yet be at that level.

Celebrate creativity and risk-taking – even when it doesn't quite work.

Hold ourselves accountable for the impact of decisions we make.

Remember how many people rely on us to do a good job.

ALL STAFF

Treat every member of staff as they would wish to be treated.

Remember to say 'please' and 'thank you'.

Listen hard to other members of staff and consider carefully what is said.

Admit when we don't know.

Always act in the interests of the college.

We share achievements that we are proud of and are willing to take time to help others follow in our wake.

We work together in a constructive and compromising spirit to improve the experience and outcomes of our students

We read communications within the college and seek to play the best part we can in the college's success.

We strive to be better today than we were yesterday.

We are honest about our strengths and how we can improve.

We invest in our own development.

We ask questions which challenge leaders.

If we see something that seems wrong, we tell someone.

If we become aware of an issue with a colleague, a student or an external partner, we take ownership of ensuring that the issue is resolved.

STUDENTS

Value your teachers and other staff – they work hard to help you succeed.

Be aware of the impact, positive and negative, of your actions on your fellow students.

Admit when you don't know.

Do your best.

Share your knowledge, skills and understanding with other students.

Make the most of opportunities to get involved with college life beyond your course.

Set yourself challenging targets and work hard to achieve them.

Attend all of your timetabled sessions on time.

Wear the appropriate clothing and bring the right equipment.

Meet all agreed deadlines.

