

STRATEGIC PLAN

Vision 2022- 2026

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Introduction



It has been a privilege and an honour to be Chair of the Board at Derwentside College. During my service as Chair, I have seen the College develop into a significant FE College, not only in the Region but Nationally too.

This has been due to a number of factors:

- A strategic and forward thinking Executive Team
- Professional teaching and non-teaching staff, committed to their students learning and development
- Partners who share our values.

I have always been impressed with this College's ability to not only see opportunities but to quickly adapt to the challenges of the times ahead. The future will be an exceptional time, with unique opportunities to further develop the excellence of what we do.

On behalf of the Board, I wish to extend my thanks to each and every one of you for your commitment and support.

Best wishes,

Tony Edwards
Chair of the Board



Derwentside College is a fantastic place to learn and work. We are amongst the very best of Colleges within the further education sector; a College that employers want to work with, where learners want to study, and where staff want to work.

Our Strategic Plan builds on our unique strengths and characteristics, providing direction and focus towards our goal of becoming an outstanding College. Over the coming years, we will work together to strengthen our provision further, placing employers at the heart of our curriculum and continuing to transform the lives of our learners.

Moving forward, I want you all to feel a strong sense of alignment with our values, but also, perhaps most importantly, I want you all to enjoy your work. It is my belief that a happy and engaged workforce is the most important factor in the achievement of our Vision and it is vitally important to me that we achieve this.

I look forward to continuing our work together.

Best wishes,

Chris Todd
Principal and Chief Executive



Mission

To provide high quality education and training that shapes the future and transforms lives.

Our mission statement describes our core purpose and focus as a Further Education College.

Vision

To be an outstanding college that is highly valued by our learners and partners.

Our vision provides a clear view of what we intend to achieve, contextualising our long-term aspirations and providing staff, learners and stakeholders with a clear and engaging view of our future.



Values & Behaviours

The College Values are the key to our culture, and we strive to live by them each and every day. They serve as a compass to help guide us on our path to success, as well as a bridge to the future, supporting the achievement of our Mission and Vision over time.

Trust

- We take responsibility for our own work and actions, holding ourselves to account;
- We follow through on our commitments, making sure we deliver what we say we will;
- We are trusted to do our jobs well and we are given freedom and flexibility to achieve this in our own way.

Respect

- We treat everyone with respect and support each other;
- We value diversity and difference;
- We accept people for who they are.

Excellence

- We have the highest expectations for our learners;
- We strive to achieve excellence in all that we do;
- We take the lead on improving our services and get things done;
- We learn from our mistakes in an environment free from blame, where learning and reflection is encouraged.

Enjoyment

- We approach our work with enthusiasm and we are optimistic about the future;
- We enjoy our work and the relationships we have with each other;
- We are welcoming and friendly, and enjoy having fun with colleagues, learners and all those we come into contact with.

Enterprise

- We think differently and are not afraid to innovate and try new things;
- We accept that problems can occur, but we are solutions focussed, taking the lead and actively challenging the status quo;
- We adapt well to change and embrace new opportunities.



Trust



Respect



Excellence



Enjoyment



Enterprise

Statements of Intent

Leadership and Management

Derwentside College will be a great place to learn and work, with a positive culture and a welcoming and friendly atmosphere. Staff and learners will report high levels of cultural engagement and satisfaction, and communication will be excellent across all levels and departments.

Leadership, management and governance will strive to be outstanding. The College's financial management and control arrangements will be robust and highly effective, and consequently, financial health will be rated at least 'good'.

All staff will demonstrate ambition for the College and its learners, and will hold themselves accountable to the highest possible standards.

The College will embrace a performance culture, where high performance is recognised and

rewarded, and poor performance is addressed swiftly and effectively to the benefit of our learners.

The College's curriculum offer will be market led, aligned to labour market intelligence and linked very clearly to local, regional and national priorities.

Our stakeholders and employers will enjoy working with the College, reporting high levels of satisfaction and will be actively involved in shaping the curriculum.

High quality teaching, learning and assessment will be present across all aspects of the College's provision. Consequently, our learners will benefit greatly from their time at the College, reaching positive destinations and making excellent progress relative to their individual starting points.

Apprenticeships

Derwentside College will be renowned for its high-quality apprenticeship provision. As a recognised leader in the apprenticeship field, the College will play a leading role towards shaping and influencing apprenticeship policy at a national level.

The College will be the first choice for employers. Regionally, we will be the largest and most successful provider of apprenticeships, with an exceptional reputation for employer engagement and satisfaction. Our relationships with employers will be highly innovative and flexible, with the College providing individualised training solutions that exceed expectations.

Highly qualified Training Consultants will provide apprentices with inspirational teaching, learning

and assessment. In addition, all apprentices will have access to a range of high-quality blended learning materials and content to support them with their training. As a result, apprentices at Derwentside College will make excellent progress, developing their knowledge, skills and behaviours and reaching their full potential.

An apprenticeship at Derwentside College will be seen as a high-quality offering, and destination data will provide clear evidence of this.

Apprentices will progress on to better jobs and careers, earning higher salaries over time and supporting the growth and development of the local economy.

Adult learning programmes

Derwentside College will be widely recognised for the significant contribution it makes in transforming the lives of adult learners within the region. Every strand of our adult learning provision will have a clearly defined purpose, with excellent visible progression routes into further learning and employment; and we will continue to build on our success by attaining adult achievement rates that are amongst the very highest in the country.

Our adult learning provision will be carefully planned and developed in partnership with a wide range of stakeholders to ensure the most disadvantaged are able to participate, providing learners with the key skills required to improve and progress. High quality careers guidance will also ensure adult learners effectively build on their starting point leading to ambitious and realistic plans for the future, including progression to University.

Building on our outstanding partnerships, participation in adult learning will increase during the life of the plan, through a carefully managed strategy, which places an emphasis on quality, together with ambition, pace and flexibility to meet the needs of a range of learners, partners and employers.

Teaching on our adult learning programmes will be active, exciting and inspiring, focusing on the needs of individual learners.

The College will seek the views of its adult learners and celebrate their success, and, as a result, learners will comment that our provision is very welcoming, supportive and inclusive.

Full time learning programmes

Derwentside College will be the provider of choice in the local community for technical and professional learning. More young people than ever before will choose to study here on a full-time programme.

Having contributed to the development of our curricula, employers will recognise Derwentside College learners, above others, as having the skills and behaviours they need to shape the future success of their businesses.

Advice and guidance will be individualised and challenging; we will be ambitious for our learners and what they can achieve in their careers. Teaching, learning and assessment will be active, exciting and inspiring, focusing on the needs of individual learners.

The achievement rates of young learners on full-time programmes will compare with the top 10%

of colleges in the sector. Our relentless focus will be on aspiration and will ensure our learners make better than expected progress, achieving high grades, including in the key skills of English and maths.

From the many opportunities they will have to experience and prepare for the world of work, our learners will become enterprising and highly employable. As a result, more of them will progress directly to employment, HE, and advanced and higher Apprenticeships.

The College will seek the views of its learners and celebrate their successes. As a consequence, learners will enjoy studying in our welcoming and inclusive environment, and will report high levels of satisfaction with college life.

Strategic Aims

Leadership & Management

Ref	Aims	Linked KPI's
A1	Derwentside College will be a great place to learn and work with a positive culture and friendly atmosphere	1, 2, 3, 6, 10, 24, 32
A2	Staff and learners will report high levels of cultural engagement and satisfaction.	6, 10, 24, 32
A3	Communication will be excellent across all levels and departments.	6
A4	Leadership, management and governance will strive to be outstanding.	4
A5	Financial management and control arrangements will be robust and highly effective, and consequently, financial health will be rated at least 'good'.	5
A6	All staff will demonstrate ambition for the College and its learners, and will hold themselves accountable to the highest possible standards.	2, 3, 6, 7
A7	The College will embrace a performance culture, where high performance is recognised and rewarded, and poor performance is addressed swiftly and effectively to the benefit of learners.	1, 2, 3, 4, 6
A8	The College's curriculum offer will be market led, aligned to market intelligence and linked very clearly to local, regional and national priorities.	11, 25, 33
A9	Our stakeholders and employers will enjoy working with the College, reporting high levels of satisfaction and will be actively involved in shaping the curriculum.	8, 16
A10	High quality teaching, learning and assessment will be present across all aspects of the College's provision.	12, 26, 34
A11	Learners will benefit greatly from their time at the College, reaching positive destinations and making excellent progress relative to their individual starting points.	18, 19, 30, 38, 39

Apprenticeships

Ref	Aims	Linked KPI's
B1	Derwentside College will be renowned for its high-quality apprenticeship provision.	8, 10, 16
B2	The College will play a leading role towards shaping and influencing apprenticeship policy at a national level.	4
B3	The College will be the first choice for employers.	8, 16
B4	Regionally, we will be the largest and most successful provider of apprenticeships, with an exceptional reputation for employer engagement and satisfaction.	4, 8, 10, 15, 16
B5	Our relationships with employers will be highly innovative and flexible, with the College providing individualised training solutions that exceed expectations.	16
B6	Highly qualified Training Consultants will provide apprentices with inspirational teaching, learning and assessment.	12
B7	Apprentices will have access to a range of high-quality blended learning materials and content to support them with their training.	4, 10
B8	Apprentices at Derwentside College will make excellent progress, developing their knowledge, skills and behaviours and reaching their full potential.	19, 20, 21, 22, 23
B9	An Apprenticeship at Derwentside College will be seen as a high-quality offering, and destination data will provide clear evidence of this.	10, 16, 18
B10	Apprentices will progress on to better jobs and careers, earning higher salaries over time and supporting the growth and development of the local economy.	18



Adult Learning Programmes

Ref	Aims	Linked KPI's
C1	Derwentside College will be widely recognised for the significant contribution it makes in transforming the lives of adult learners within the region.	8, 24, 25
C2	Every strand of our adult learning provision will have a clearly defined purpose, with excellent visible progression routes into further learning and employment; and we will continue to build on our success by attaining adult achievement rates that are amongst the very highest in the country.	25, 27, 28, 31
C3	Our adult learning provision will be carefully planned and developed in partnership with a wide range of stakeholders to ensure the most disadvantaged are able to participate, providing learners with the key skills required to improve and progress.	8, 25
C4	High quality careers guidance will also ensure adult learners effectively build on their starting point leading to ambitious and realistic plans for the future, including progression to University.	9
C5	Building on our outstanding partnerships, participation in adult learning will increase during the life of the plan, through a carefully managed strategy, which places an emphasis on quality, together with ambition, pace and flexibility to meet the needs of a range of learners, partners and employers.	29
C6	Teaching on our adult learning programmes will be active, exciting and inspiring, focusing on the needs of individual learners.	26
C7	The College will seek the views of its adult learners and celebrate their success, and, as a result, learners will comment that our provision is very welcoming, supportive and inclusive.	24



Full Time Learning Programmes

Ref	Aims	Linked KPI's
D1	Derwentside College will be the provider of choice in the local community for technical and professional learning.	32, 37
D2	More young people than ever before will choose to study on a full-time programme.	37
D3	Having contributed to the development of our curricula, employers will recognise Derwentside College learners, above others, as having the skills and behaviours they need to shape the future success of their businesses.	8, 33
D4	Advice and guidance will be individualised and challenging; we will be ambitious for our learners and what they can achieve in their careers.	9
D5	Teaching, learning and assessment will be active, exciting and inspiring, focusing on the needs of individual learners.	34
D6	The achievement rates of young learners on full time programmes will compare with the top 10% of colleges in the sector.	35, 36, 40
D7	Our relentless focus will be on aspiration and will ensure our learners make better than expected progress, achieving high grades, including in the key skills of English and maths.	35, 39
D8	From the many opportunities they will have to experience and prepare for the world of work, our learners will become enterprising and highly employable. As a result, more of them will progress directly to employment, HE, and advanced and higher Apprenticeships.	38
D9	The College will seek the views of its learners and celebrate their successes. As a consequence, learners will enjoy studying in our welcoming and inclusive environment, and will report high levels of satisfaction with college life.	32



Measuring Performance

Leadership & Management

Key Performance Indicator(s)			TARGET 2022-23
KPI-1	Governance Performance and Values Alignment	Governance Values and Behaviours Alignment - The percentage of Board Members who are aligned with the College's values and behaviours based on the outcomes of the annual appraisal.	100%
		Board Member Performance - The percentage of Board Members who are performing at the required standard, based on the outcomes of the annual appraisal.	100%
		Governance Development Plan - The percentage of actions from the Governance Development Plan that have been implemented within agreed timescales.	100%
		Board Member attendance in mandatory student / staff engagement activities.	100%
KPI-2	Leadership Performance and Values Alignment	Leadership Principles Alignment - The percentage of College Leadership Team members who are aligned with the College's leadership principles based on the outcomes of the annual appraisal.	95%
		Leadership Performance - The percentage of College Leadership Team members who are performing at the required standard, based on the outcomes of the annual appraisal.	95%
KPI-3	Staff Performance, Development and Values Alignment	Staff Values and Behaviours Alignment - The percentage of staff members who are aligned with the College's values and behaviours based on the outcomes of the annual appraisal.	95%
		Staff Performance - The percentage of staff members who are performing at the required standard, based on the outcomes of the annual appraisal.	95%
		Mandatory Training Completion - The percentage of eligible staff who have completed all mandatory training.	100%
		- The percentage of eligible teaching staff who have completed a mandatory industry placement.	100%
KPI-4	Self-Assessment / Ofsted Grade	Overall effectiveness	Outstanding
		Leadership and Management	Outstanding
		Contribution to Meeting Local Skills Needs	Reasonable contribution
KPI-5	Financial Management and Financial Performance	Financial Health Grade (ESFA)	Good
		EBITDA Surplus as a percentage of income	3%
		Cash balance as a percentage of income	20%
		Cash Days	30 days
		Staff to income ratio	70%
KPI-6	Staff Satisfaction	Positive response % against the questions asked in the College's annual staff survey	90%
KPI-7	Compliments and complaints	No of compliments	40
		No of formal complaints	0
		Percentage of complaints responded to in a timely manner	100%
KPI-8	Employer Satisfaction	Positive response % against the questions asked in the College's annual employer survey	90%
KPI-9	Careers, Advice and Guidance	Gatesby Careers Benchmark	100% Compliance

Apprenticeships

Key Performance Indicator(s)			TARGET 2022-23
KPI-10	Apprentice Satisfaction	Positive response % against the questions asked in the College's agreed cycle of surveys	90%
	Apprenticeship Satisfaction score from training website	No of employer reviews	50
		Satisfaction level overall	Excellent
KPI-11	Curriculum Alignment with Local Skills Priorities	Percentage of the College's provision that aligns with local skills priorities and employer demand.	100%
KPI-12	Observation of Teaching, Learning and Assessment	No of formal learning visits carried out	40
		Avg No of learning visits per teacher (peer / formal / reflective)	3
		Percentage of formal learning visits meeting the standard	90%
KPI-13	Achievement Rates	Achievement rate – overall %	>= 5% above the weighted nat avg
		Achievement rate – timely %	>= 5% above the weighted nat avg
KPI-14	Apprentice Withdrawals	Percentage number of withdrawals against the overall number of apprentices on programme	15% to 30%
KPI-15	Business Growth	New Apprentice Starts (Learner Numbers)	1,300
		Apprenticeship funding target £	£4,849,731
KPI-16	Apprenticeship Employer satisfaction Findapprenticeshiptraining	No of employer reviews	200
		Satisfaction level overall	Excellent
KPI-17	Breaks in Learning	Percentage number of breaks in learning against the overall number of apprentices on programme	<10%
		Percentage number of apprentices who return following a Break in Learning	>50%
KPI-18	Apprentice Destinations	Percentage number of apprentices reaching a positive destination %	90%
KPI-19	Progress	Percentage number of apprentices making expected progress or better in the acquisition of knowledge, skills and behaviours.	75%
KPI-20	Learner Contact & Reviews	Average time elapsed between apprenticeship reviews	12 weeks
		Average time between apprenticeship reviews (employer present)	24 weeks
KPI-21	Off the job training	Number of apprentices on programme within 25% of their 'off the job training' target	100%
KPI-22	Apprentices Overdue	Percentage of apprentices overdue against the overall number of apprentices on programme	15%
KPI-23	English and Maths	Percentage of apprentices on programme receiving extra support with their English and Maths.	25%
		Percentage of apprentices on programme making expected progress with their English and Maths.	75%

Adult Learning Programmes

Key Performance Indicator(s)			TARGET 2022-23
KPI-24	Adult Learner Satisfaction	Positive response % against the questions asked in the College's regular surveys of adult learners.	90%
KPI-25	Curriculum Alignment with Local Skills Priorities	Percentage of the College's provision that aligns with local skills priorities and employer demand.	90%
KPI-26	Observation of Teaching, Learning and Assessment	No of formal learning visits carried out	7
		Avg No of learning visits per teacher (peer / formal / reflective)	3
		Percentage of formal learning visits meeting the standard	90%
KPI-27	Achievement Rates	Achievement rate %	>= 5% above the weighted nat avg
		Achievement rate % - English and maths GCSE	>= 5% above the nat avg
		Achievement rate % - English and maths Functional Skills	>= 5% above the nat avg
		High grades % - English and maths GCSE	40%
KPI-28	Withdrawals	Percentage number of withdrawals against the overall number of enrolments.	<15%
KPI-29	Business Growth	Percentage of Sector Based Work Academy (SBWA) provision against overall ESFA AEB allocation	45%
		Percentage of Tees Valley SBWA provision against overall Tees Valley AEB contract	75%
		ESFA AEB Funding Target £	£1,861,930
		Tees Valley AEB Funding Target £	£406,850
KPI-30	Adult Learner Destinations	Percentage of learners reaching a positive destination %	65%
KPI-31	Attendance	Learner attendance percentage	90%



Full Time Learning Programmes

Key Performance Indicator(s)			TARGET 2022-23
KPI-32	Full-time Learner Satisfaction	Positive response % against the questions asked in the College's regular surveys of full time learners	75%
KPI-33	Curriculum Alignment with Local Skills Priorities	Percentage of the College's provision that aligns with local skills priorities and employer demand.	100%
KPI-34	Observation of Teaching, Learning and Assessment	No of formal learning visits carried out	31
		Avg No of learning visits per teacher (peer / formal / reflective)	3
		Percentage of formal learning visits meeting the standard	90%
KPI-35	Achievement Rates	Achievement rate %	>= 5% above the weighted nat avg
		Achievement rate % - English and maths GCSE	>= 5% above the nat avg
		Achievement rate % - English and maths Functional Skills	>= 5% above the nat avg
		High grades % - English and maths GCSE	20%
KPI-36	Withdrawals	Percentage number of withdrawals against the overall number of enrolments.	<15%
KPI-37	Business Growth	16 to 18 learner numbers	350
		ESFA 16 to 18 funding target £	£1,658,675
		No of year 10 and 11 learners engaged in level 2 vocational provision	24
		No of students from local schools attending taster sessions.	800
KPI-38	Full time Learner Destinations	Percentage of learners reaching a positive destination %	80%
KPI-39	Progress	Percentage of learners making expected progress or better in the acquisition of knowledge, skills and behaviours.	75%
		Average time elapsed between reviews (weeks)	12 weeks
KPI-40	Attendance	Learner attendance percentage	90%



