

DN COLLEGES GROUP

Strategic Plan 2020 – 2023

Our Driving Principles

Inspirational and outstanding teaching, learning and assessment

A **high performing** culture with inspiring leadership that supports and values local autonomy and responsibility

Agile, responsive solutions that value creativity and innovation and maximise opportunity

Robust financial performance enabling sustained investment in inspirational learning and work environments

Innovative use of technology to simplify processes, improve performance and reduce workload

Transformational partnerships, collaboration and teamworking that add real value



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Our Core Values



Ambition - to achieve the highest standards
Support - a caring, safe and inclusive environment
Partnership - collaborative working to achieve shared goals

Innovation - we use our initiative and are agile in finding creative solutions
Responsibility - we take individual and collective responsibility
Equality - we work with integrity and are open, honest and respectful of each other

Our Vision

Transforming our communities through learning

Our Mission

Outstanding education and training that enables students to develop their full potential; meeting social, economic and community needs.

Headline Targets 2023



Grow HE, Apprenticeships & Adult Provision
 Sustain Core Funding of 16-18

+10% IMPROVEMENT +15% STRETCH

	QUALITY	FINANCE	PEOPLE	RESPONSIVENESS	ACHIEVEMENT	PROGRESSION
IMPROVEMENT	 Ofsted Good	 Good Financial Health	 Staff Satisfaction	 National Student Survey Employer & Student Surveys	 Achievement Rates Timely Achievement Value Added/Student Progress HE Continuation	 National Destination Tables School League Tables
STRETCH	 Ofsted* Outstanding (All areas)	 Outstanding Financial Health	 Staff Satisfaction	 National Student Survey Employer & Student Surveys	 Achievement Rates Timely Achievement Value Added/Student Progress HE Continuation	 National Destination Tables School League Tables

Strategic Objectives

S01 Leadership

Embrace dynamic, devolved decision making

- Together with governors, set out a clear direction and transformational vision for the future, underpinned by strong governance that provides robust and supportive challenge.
- Collectively redefine the values that underpin our actions, increasing the emphasis on trust, innovation and responsibility to support devolved decision making.
- Realign and reconfigure leadership roles and responsibilities to support a leaner, more devolved organisational structure.
- Embrace communication channels that build a shared understanding of direction and ensures all staff feel confident to contribute to shaping decision making.

S02 Curriculum

Provide a dynamic and purposeful curriculum designed with opportunity in mind.

- Ensure the Curriculum Blueprint principles are consistently adopted across all areas.
- Ensure students and apprentices acquire relevant knowledge, build technical and transferable skills, whilst continuing to improve and enrich their literacy, numeracy, digital and carbon literacy skills.
- Create curriculum that is shaped by the identified needs of all stakeholders including students/parents, validating HEIs and employers, who will also be delivery partners.
- Develop curriculum staff that have up to date industry skills and knowledge that supports their practice and informs progression and careers advice to students.
- Ensure students and apprentices are well equipped to progress through a dynamic, ambitious, flexible and innovative curriculum that is inspirational, engaging and inclusive.
- Invest in local and regional priority sectors including Digital, Health, Engineering, Construction and green technologies as key growth sectors.

S03 Teaching, Learning, Assessment & Support

Accelerate the adoption of individualised learning including blended learning and student support

- Support students to embrace individualised learning, being confident learners, proficient in the use of technology and digitally literate.
- Staff confidently embrace digital technologies, including e-learning to enhance individualised learning, TLA and support for students.
- Student centred working practices are adopted and supported by a transparent and equitable methodology which considers the workload and well-being of staff.
- Innovation, creativity and tangible achievements are systematically recognised and rewarded in developing and strengthening the quality of the workforce.
- Establish support systems and improve developmental feedback to enable students to make good progress from starting points across all skills to support their personal development and progression.

S04 Progression

Enhance and prioritise student progression

- Develop integrated pathways to build and support lifelong learning aspirations and levelling up.
- Enhance internal and external communication networks and events to develop, support and enrich progression pathways and continuation.
- Provide integrated approaches to Student Support and Careers Education, Information, Advice & Guidance (CEIAG) throughout the entire learner journey.
- Develop education supply pathways in priority areas such as Nurses and Health professionals, Automation Engineering, Construction, Digital Technologies and Higher Skills.
- Establish a dynamic employer network to coach, mentor and ultimately employ students.

S05 People

Engage, reward and nurture high performing teams

- Establish a recognition and reward/benefits system that attracts, develops and retains high performing staff.
- All staff to be encouraged and supported to access a wide range of personal and professional development on offer.
- We will nurture a Values based Culture.
- We recognise that the three pillars of wellbeing as paramount to staff work/life balance. Physical, Financial and Mental Wellbeing will be at the core of all our policies.

S06 Business Transformation

Simplify processes and deliver automation, providing high quality services and reducing rework and workload

- Transformational projects will be lead by a Values based Culture, supporting all teams to 'be their best'.
- All improvement programmes will be tailored to meet the needs of teams with a range of supportive interventions of offer.
- Improvement activity will be delivered by highly skilled practitioners in a continual cycle of quality improvement..
- Adoption of Agile Development Methodologies including VMOST in lieu of Waterfall/PRINCE style.
- Streamline processes which are cumbersome. Enable integrations with 3rd party applications. Improve learner experience. Improve employee experience and reduce stress. Reduce licensing cost. Improve security, integrity and availability of platforms. Has DNCG owned IP which we can exploit for commercial gain.
- Have a tangible real-time cross-College measure of User Experience and Customer Satisfaction using modern methodologies and practices.
- Significantly reduce the likelihood, impact and therefore risk of loss of time, money, reputation, funding, customer confidence

or legal liability due to outage/ cyber security attack of loss of confidentiality of systems and data.

S07 Estates and Facilities

Create inspirational and flexible learning and work environments

- Embrace staff, student and stakeholder insights to shape an enhanced, more compact, estate.
- Deliver clear development plans, moving from fixed spaces to more creative, flexible spaces that augment the use of technology.
- Develop tools, processes and a culture that support and enhance working practices, space utilisation and estates management.
- Repurpose and reutilise surplus estate with complementary value-added activities, where possible.
- To provide a high level of responsive service to maintain, enhance and improve the physical estate, facilities and infrastructure.

S08 Partnerships

Cultivate mutually beneficial partnerships

- Systematically identify and build partnerships that align and support our strategic priorities.
- Agree clear development plans for all strategic relationships, based on a shared understanding of each partner's need.
- Develop processes and staff to support and enhance meaningful partnerships.
- Ensure that the College responds effectively to national changes in funding methodology including devolution.
- Ensure governance, monitoring and evaluation of strategic partnership and relationships.

S09 Sustainability

Cultivate and drive forward an ambitious whole-College approach towards net-zero emissions and reducing environmental impact through innovation and collaboration

- Positively engage staff and students in developing the College's sustainability agenda and embed climate responsibility into strategic planning, governance and staff development.
- Deliver carbon literacy training to staff and students and train teaching staff to incorporate sustainability into the curriculum for all courses.

- Develop and promote recycling, reduce energy use and implement renewable energy, and reduce emissions from travel to and from College sites.
- Identify and work with key partners, suppliers and communities to improve sustainable options and local biodiversity.
- Collect carbon footprint data and implement and develop measures and targets to monitor and promote sustainability achievements.

DN Colleges Group Financial Targets 2022/23

Targets	Approved Budget 2022/23
Financial Health Financial Health grade	Good
Income Total Income	£61.66m
Surplus Sector EBITDA* as % of Income	5.09%
Investment Capital expenditure	£10.5m
Solvency Adjusted current ratio	1.72
Borrowing Borrowing as % of income	6.11%
Value for money Staff costs as % of income	69.28%
Financial Awareness and Control Financial Statements' audit opinion	Unqualified

* Earnings Before Interest, Tax, Depreciation & Amortisation

DN Colleges Group

Performance targets for 2022/23:

		Actual 2021/22	Target 2022/23
Further Education			
Young People	Achievement	88%	89%
	GCSE English Higher Grades	21%	25%
	GCSE Maths Higher Grades	20%	25%
	Retention	93%	91%
Apprenticeships			
Intermediate, advanced and higher	Retention	85%	60%
	Attendance	85%	80%
FE and Apprenticeships			
Overall	Attendance	85%	88%

		Actual 2021/22	Target 2022/23
Adult Learning			
	Achievement	85%	90%
	GCSE English Higher Grades	37%	45%
	GCSE Maths Higher Grades	29%	35%
	Retention	92%	95%

		Actual 2021/22	Target 2022/23
Higher Education			
Performance	Continuation Rate	82%	85%
Performance	Completion Rate (Full Time)	79%	81%
Higher Grades	Honours Degree Classification 1st/2:1	60%	62%
NSS	Overall satisfaction	84%	87%
NSS	Teaching	87%	90%
NSS	Assessment and Feedback	83%	84%
NSS	Academic Support	82%	84%
HE Overall	Attendance	85%	88%