



KIDDERMINSTER
COLLEGE

OUR STRATEGY TOWARDS 2030



kidderminster.ac.uk

WELCOME





The Kidderminster College Strategic plan towards 2030 is aligned with NCG’s Strategy, seeking to create an innovative and diverse community of exceptional education and learning that genuinely improves social mobility and supports local and regional prosperity. As a key player in the NCG college group, the college prioritises collaborative partnership work for the benefit of our students and our community to create opportunities and purposeful progress, an approach that is crucial during this time of exceptional change.

NCG are one of the largest not for profit training groups in the UK. Through high quality education and training across a nationwide network of colleges and over 2,000 colleagues, NCG works with thousands of learners and businesses every year, regionally and nationally, to help them reach their full potential and build a talented workforce.

Cat Draper
Interim Principal



The college is an inclusive, responsive and creative place, located in the heart of Kidderminster Town Centre. Well established and rooted within the community, we have a long history of delivering high quality education, training and skills throughout the Wyre Forest District and the wider West Midlands region. As a result, the college has a comprehensive and relevant curriculum offer, developed by working closely with a range of stakeholders. The college is also highly regarded as a national provider of music industry training, facilitating excellent outcomes through our MAS Records artist development programme.

Our Strategic Goals and Values have been developed across the whole group, and this plan sets out the specific objectives that Kidderminster College will work towards, in pursuit of our common mission of enabling social mobility and economic prosperity through exceptional education.

Matthew Terry
College Board Chair



As the educational anchor institution within the Wyre Forest, the College is delivering a responsive, future-focused curriculum offer to meet the needs of both the local and national labour market. Working creatively with our employer partners and patrons, the College is creating the workforce of the future by enabling all people, regardless of their background, to develop the skills that the local community needs to be successful and sustained. As part of the NCG family, the College excels in working collaboratively, and is engaged in a range of regional projects, to ensure that learners have access to a wide range of skills enhancement opportunities and industry standard resources and technology in order to deliver excellence in learner experience and outcomes.

Liz Bromley
Chief Executive Officer NCG



Kidderminster College is at the heart of the local community. Its location and facilities create a focal point for the community and the Strategic Plan recognises the role the College currently plays with the Careers Enterprise Hub and has ambition to do more during the life of the Plan. Worcestershire Local Enterprise Partnership recognises the College as a key partner to deliver Worcestershire’s vision to build a connected, creative and dynamic economy for all by 2040. Future investment, as part of the Governments, ‘Getting Building Fund’, in construction and motor vehicle skills is in response to local employers and we will work with the College to ensure it remains future fit to support the delivery of the Strategic Plan.

Gary Woodman
CEO, Worcestershire Local Enterprise Partnership

OUR STRATEGY TO 2030

The exceptional change that the nation has had to deal with in response to the Covid 19 pandemic has led to restrictions in economic and social activity, with only partial bounce back evident in 2020 and further disruption expected over the next two years. Consequently, an estimated 50% of UK businesses expect to make redundancies (i) and unemployment is set to rise from 3.9% to 11% by September 2021 (ii).

27% of local businesses have made redundancies in the last year, with 42% stating that the job retention scheme had supported them to avoid this (iii). Retail, hospitality and the visitor and destination economy have been the hardest hit. Young people (18-24 year olds) will be particularly affected by the impact of Covid 19 on the economy, with as many as 1 million expected to be out of work by the end of the year (iv). The Government has responded to this issue through employer incentives for Apprenticeships and Traineeships, alongside a national scheme to fund school and college leavers to complete a third year of college study. These schemes align well to our strategy to grow and deliver high quality apprenticeships and demand-led training for employers.

The Government has recently launched a £3 billion green investment to support 140,000 green jobs, upgrades to buildings and targeted reductions in emissions. 1.5m jobs performed by people are at high risk of automation and it is estimated that AI could bring £630 billion extra to the UK economy by 2035, with skilled experts in short supply. Our strategic plan aligns to these opportunities in order to safeguard employment prospects for our students, supported by Worcestershire Local Enterprise Partnership and collaboration with local employers and patrons.



Brexit is adding to the economic challenges; Worcestershire may be particularly affected due to a high reliance upon public sector employment and the visitor economy. Furthermore, the Fourth Industrial Revolution brings new technology and increased automation into more workplaces; employers require a workforce that is more adaptable and innovative. Skilled migration is reducing due to concerns around Brexit and the demographic position forecasts more skilled people retiring than new entrants to the market. Therefore, the residents of the Wyre Forest and surrounding area need ways to ensure their skills stay up to date and relevant in a fast-moving labour market, and our Curriculum Strategy further outlines how we will respond to these challenges.

Cat Draper
Interim Principal

REFERENCES

- (i) YouGov Survey July 2020
- (ii) Bank of England June 2020
- (iii) Worcestershire Chamber of Commerce Employment Report 2020/21
- (iv) Office for National Statistics





KIDDERMINSTER COLLEGE IS PART OF NCG

With a nationwide network of colleges and over 2,000 colleagues, NCG works with thousands of learners and businesses every year, regionally and nationally, to help them reach their full potential and build a talented workforce through high quality education and training. NCG are also one of the largest not for profit training groups in the UK.

We have a clear mission – Enabling social mobility and economic prosperity through exceptional education – and we do this through the work of our colleges and training providers.

NCG operates seven colleges:

- Carlisle College
- Kidderminster College
- Lewisham College
- Southwark College
- Newcastle College
- Newcastle Sixth Form College
- West Lancashire College

Creating and developing partnerships that bridge education and business is a vital area of work for our colleges. We offer a wide range of training programmes, from workforce development to supporting job seekers, apprenticeships to work place learning. We work with government, employers and partners to help thousands of people every year start or develop a career.

These collaborations are key to our success in supporting employers who want to invest in their workforce, or industry sectors that have major skills gaps and need specific training and skills to ensure future growth. NCG colleges offer a wide range of vocational Further Education and Higher Education courses and training programmes, including apprenticeships, employability and work place learning. NCG is also the first Further Education institution in the UK ever to be awarded Taught Degree Awarding Powers (TDAP), enabling us to develop and award our own Honours and Masters degrees.

Carlisle
college



KIDDERMINSTER
COLLEGE

LEWISHAM
COLLEGE



Newcastle College



NEWCASTLE
SIXTH FORM COLLEGE

SOUTHWARK
COLLEGE



West
Lancashire
College



OUR MISSION

**Enabling social mobility and
economic prosperity through
exceptional education.**

Our strategy impacts on our people, the quality of our services and how we are structured to fulfil our mission of enabling social mobility and economic prosperity through exceptional education; a mission which underpins everything we do as an organisation.



“

KC taught me a lot of valuable lessons not only in industry standard techniques, but in professionalism and confidence. They gave me a place of belonging, being surrounded by people who live and breathe what I have so much passion for.

Damon Gould

Musical Theatre Student



OUR VISION

**To be the UK's leading
college group recognised for
our local impact, national
influence and reach.**

As part of NCG, our vision for Kidderminster College is to be an exceptional local college, making a real difference to the lives and opportunities of our community, and to achieve impact through our national specialism in the Creative and Performance Industries.



OUR VALUES

We value and empower people by:

We value and empower people by:

Being both **inclusive** and **diverse**



Trusting and **respecting**
our communities



Taking **ownership** whilst
working **collaboratively**



Inspiring **excellence** and **curiosity**



"I was attracted by the opportunities that Kidderminster offered, such as placements, which was going to enable me to get hands on experience. I was also attracted by the fact that all of the lecturers had worked within the field; within hospitals, the social sector and the volunteer sector"

Zoe Bavington

Health & Social Care Student

OUR STRATEGIC GOALS

**Exceptional teaching, learner experience
and outcomes**

**Innovative, relevant courses
and qualifications**

**Ambitious and responsible educators
and leaders**

**Outstanding digital and physical
learning environments**

Financial sustainability powering reinvestment

**Impactful external engagement
and civic commitment**

NCG

STRATEGIC PILLARS

VISION

To be the UK's leading college group recognised for our local impact, national influence and reach.



QUALITY

Exceptional teaching, learner experience and outcomes



CURRICULUM

Innovative, relevant courses and qualifications



PEOPLE

Ambitious and responsible educators and leaders



FACILITIES

Outstanding digital and physical learning environments



FINANCE

Financial sustainability powering reinvestment



REACH

Impactful external engagement and civic commitment

MISSION

Enabling social mobility and economic prosperity through exceptional education.

STRATEGIC OBJECTIVES 2020 – 2030

DELIVERING EXCELLENCE

1 Our aim is to deliver an exceptional teaching and learning during a period of unprecedented change, where digital transformation and educational technology will be key in delivering the knowledge and skills necessary to equip our students to live, work and thrive in an increasingly unpredictable world.

Through exceptional teaching and support, we aim to change students' lives by enabling them to gain the knowledge and skills which will not only allow them to achieve challenging qualifications, but will also help them to progress into rewarding and relevant jobs.

CURRICULUM STRATEGY

2 Retraining, upskilling and delivering high level skills will dominate local and national priorities as Worcestershire and UK economies recover from unprecedented economic and social challenges. Kidderminster College has a dual mandate, to meet future specialist skills demand and to provide responsive support to get people back into work within our region. Supported by engagement and collaboration with Patrons who are leaders and influencers in their sector, we will deliver an innovative and aligned curriculum which rises to the region's skills challenges, is responsive to the jobs of the future, bringing inclusive opportunity for all.

As a Lead FE College for the Worcestershire Careers Enterprise Hub, we will work with Worcestershire Local Authority and Worcestershire LEP to recruit a new Careers Enterprise Adviser of influence, to further increase employer reach and identify links to support co-created, innovative curriculum.

BY 2025

95% of teachers will achieve the NCG Standard, through validated evaluation of teaching and learning. Learner outcomes and the proportion of learners making expected progress based on starting points will all be in the top 10% nationally, with no significant areas of underperformance. Learner satisfaction with the 'teaching on my course' at 93%. We will self-assess as Ofsted Outstanding.

BY 2025

85% of our curriculum areas will benefit from working with an identified Patron or employer of influence in order to co-create the provision of the future that meets local needs. 93% of our learners will achieve sustained positive destinations.

OUR PLACE AS OUR PURPOSE

Kidderminster College aspires to strengthen its place as the anchor institution for further education within the civic infrastructure of the Wyre Forest. As a key partner in achieving the social and economic ambitions of the district and its people, we will work in collaboration with public bodies, the private sector and the wider community to develop initiatives and opportunities that enhance the lives and prospects of the area and its people.

For the benefit of residents we will use our reputation as a creative hub, underpinned by impactful external engagement and civic commitment through MAS Lab social action events, to extend our reach across and Wyre Forest and beyond, contributing directly to the regeneration of Kidderminster town and the wider region for the benefit of its residents.

In a changing and uncertain world, the College must play its critical role in preparing local people to meet the demands that change will bring. Though its vast range of innovative and creative partnerships and initiatives with employers, the local authority, the district council, schools and charities. Kidderminster College will work collaboratively with other providers to deliver the skills agenda for our region, enabling social mobility for our residents and contributing to civic engagement and societal transformation.

The College is committed to support important civic projects, such as those that look to creatively re-imagine both the old Magistrates Court and the Town Centre. Through our national reputation in the Creative industries we are uniquely placed to contribute directly to the regeneration of the cultural life of Kidderminster.

HEALTHY & HAPPY COLLEGE

As a great place to learn and a great place to work, we care for the health and wellbeing of our students and colleagues. The rapidly evolving world in which we live brings with it challenges to which our students and colleagues must rise. We must ensure that we equip ourselves to be resilient, thoughtful and considerate of the needs of others. We want the College to be a welcoming, supportive, inclusive and safe place, where you can be yourself and study, work and socialise as part of our vibrant and diverse community. We are committed to promoting the health and wellbeing for all.

BY 2025

80% of our college departments will be directly engaged with voluntary activity and social action projects. Our College leaders will be members of 15 local or national bodies which foster a shared vision and raise awareness of the work of the College

BY 2025

We will be recognised as an employer who cares about our community, proactively working to achieve all elements outlined in the AoC Mental Health and Wellbeing Charter. We will have at least 93% student satisfaction with well-being support (QDP) and at least 93% students willing to recommend the college

ESTATES & SUSTAINABILITY STRATEGY

Kidderminster College is fully committed to tackling climate change, and with the aim of being sector-leading in sustainability. We will ensure that our strategy and curriculum are aligned with the Climate Action Roadmap for FE College and will seek to be at the forefront of the NCG Environmental Strategy.

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We will work with Professional Services colleagues and external experts to create an ambitious estates strategy for Kidderminster College, and will be proactive in securing the necessary investment to develop new facilities for the delivery of an enhanced sector-leading curriculum that responds to innovation, skills gaps and local needs. Aligned to the NCG Environmental Strategy, we will open a new Construction and Motor Vehicle Centre by September 2022, which will house curriculum in Modern Building Methods, Sustainable and Green Construction Technology and Electric and Hybrid Vehicle Technology.

BY 2025

We will have achieved Platinum Eco-Campus Status. We will reduce our carbon footprint by 30% across our estate and activity. We will be an NCG Environmental Strategy Centre of Excellence

INVESTMENT FOR A COLLEGE OF THE FUTURE

Continual investment in resources and facilities will be crucial in our ability to provide inspiring learning environments. In a fast changing and challenging environment, we will need to maintain and improve financial resilience and sustainability through income growth and diversification, effective and efficient planning and responsiveness and prioritisation. We will strive to generate healthy surpluses to reinvest for the best possible learning experience and to ensure that our learners have access to industry leading resources.

6

BY 2025

Our EBITDA Annual financial operating surplus will be >15%, with staff cost : income ratio 59%

More than 90% of our learners will be satisfied with the quality of learning resources (QDP)

NCG GUARANTEE CENTRE OF EXCELLENCE

A collaborative group approach is being taken to design and deliver high quality, innovative and engaging educational experiences that enable all NCG students to develop the skills and mind set to unlock opportunities and to achieve their full potential.

7

To enable our students to demonstrate validated progress and achieve positive destination outcomes we will offer opportunities to develop knowledge, skills and behaviours in a wide range of holistic employability skills such as enterprise, digital literacy, mental fitness, career planning and communication and collaboration through a high-quality skills framework.

The NCG Guarantee will set Kidderminster College apart from competitors, with key stakeholders able to clearly see that our students have exceptional opportunities available to them. Our students will be able to tangibly demonstrate this through the portfolio they develop with us, as they take their next steps.

BY 2025

Kidderminster College will be identified as an NCG Guarantee Centre of Excellence. 96% of students agree that development of knowledge, skills and behaviours is preparing me for employment (QDP Survey)

OUR STRATEGIC OBJECTIVES AND KPIs

STRATEGIC OBJECTIVE 1: DELIVERING EXCELLENCE

Objective	2022	2025	2030
Quality of Further Education, as measured by Ofsted Grade	Good/outstanding	Outstanding	Outstanding
Quality of Teaching and Learning (proportion of teachers meeting the NCG standard)	92%	95%	98%
Student Outcomes (across all age groups and categories, with no significant areas of underperformance) on NART	Top 25%	Top 10%	Top 10%
Learner Satisfaction on Quality of Teaching on my Course (QDP)	90%	93%	95%
Proportion of learners making the expected progress based on their starting points	Top 25%	Top 10%	Top 5%

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I knew that becoming an artist in the games industry was my goal and the course at Kidderminster college seemed like the most streamlined way of getting there. The course had a very good reputation and when I looked into it touched on lots of different aspects of game design which I knew would only help strengthen my understanding of the industry I wanted to get into.

Hazel Brown

Games Design Student



STRATEGIC OBJECTIVE 2: CURRICULUM STRATEGY

Objective	2022	2025	2030
Progression to sustained, positive destination	90%	93%	95%
Kidderminster curriculum aligned to local needs and priorities through employer and patron engagement	80%	85%	90%

STRATEGIC OBJECTIVE 3: OUR PLACE AS OUR PURPOSE

Objective	2022	2025	2030
% Of Curriculum areas directly engaged with voluntary activity and social action projects	70%	80%	90%
Number of local or national bodies which foster a shared vision with the College/NCG which have college leaders as members	10	15	25

STRATEGIC OBJECTIVE 4: HAPPY AND HEALTHY COLLEGE

Objective	2022	2025	2030
By 2025 we will be recognised as an employer who cares about our community, proactively working to achieve all elements outlined in the AoC Mental Health and Wellbeing Charter	Top 25%	Top 10%	Top 10%
Student satisfaction with well-being support (QDP)	90%	93%	96%
Student satisfaction 'recommend my college' (QDP) (FE Choices)	92%	93%	95%



STRATEGIC OBJECTIVE 5: ESTATES AND SUSTAINABILITY STRATEGY

Objective	2022	2025	2030
NCG Environmental Strategy Centre of Excellence		Validated	
% Reduction in carbon footprint across our estate and activity**	15%	30%	50%
Eco-Campus Status	Gold	Platinum	Platinum

STRATEGIC OBJECTIVE 6: INVESTMENT FOR A COLLEGE OF THE FUTURE

Objective	2022	2025	2030
Annual financial operating surplus (EBITDA)	>15%	>15%	>15%
Staff cost : income ratio	59%	59%	59%
Student satisfaction with the quality of learning resources (QDP)	85%	90%	95%

STRATEGIC OBJECTIVE 7: NCG GUARANTEE CENTRE OF EXCELLENCE

Objective	2022	2025	2030
Student satisfaction with development of knowledge, skills and behaviours in preparing for employment (QDP)	92%	96%	98%



“

My experience at Kidderminster college was amazing from the facilities, tutors and the course!

The course was amazing it had lots of practical elements, you got to go out and experience the real world from army bases to fire stations. It helped me get the life skills that I needed; communication, teamwork and leadership.

Ethan Hill

Public Services Student

Kidderminster College Strategic Objective	NCG Strategic Pillars					
	Exceptional teaching, learner experience and outcomes	Innovative relevant courses and qualifications	Ambitious and responsible educators and leaders	Outstanding digital and physical learning environments	Financial sustainability powering reinvestment	Impactful external engagement and civic commitment
Delivering Excellence	✓	✓	✓	✓		✓
Curriculum Strategy	✓	✓	✓	✓		✓
Our Place as our Purpose	✓	✓	✓			✓
Happy and Healthy College		✓	✓			✓
Estates and Sustainability Strategy		✓	✓	✓	✓	✓
Investment for the College of the Future				✓	✓	
NCG Guarantee Centre of Excellence	✓	✓	✓	✓		✓



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