



Strategic Plan

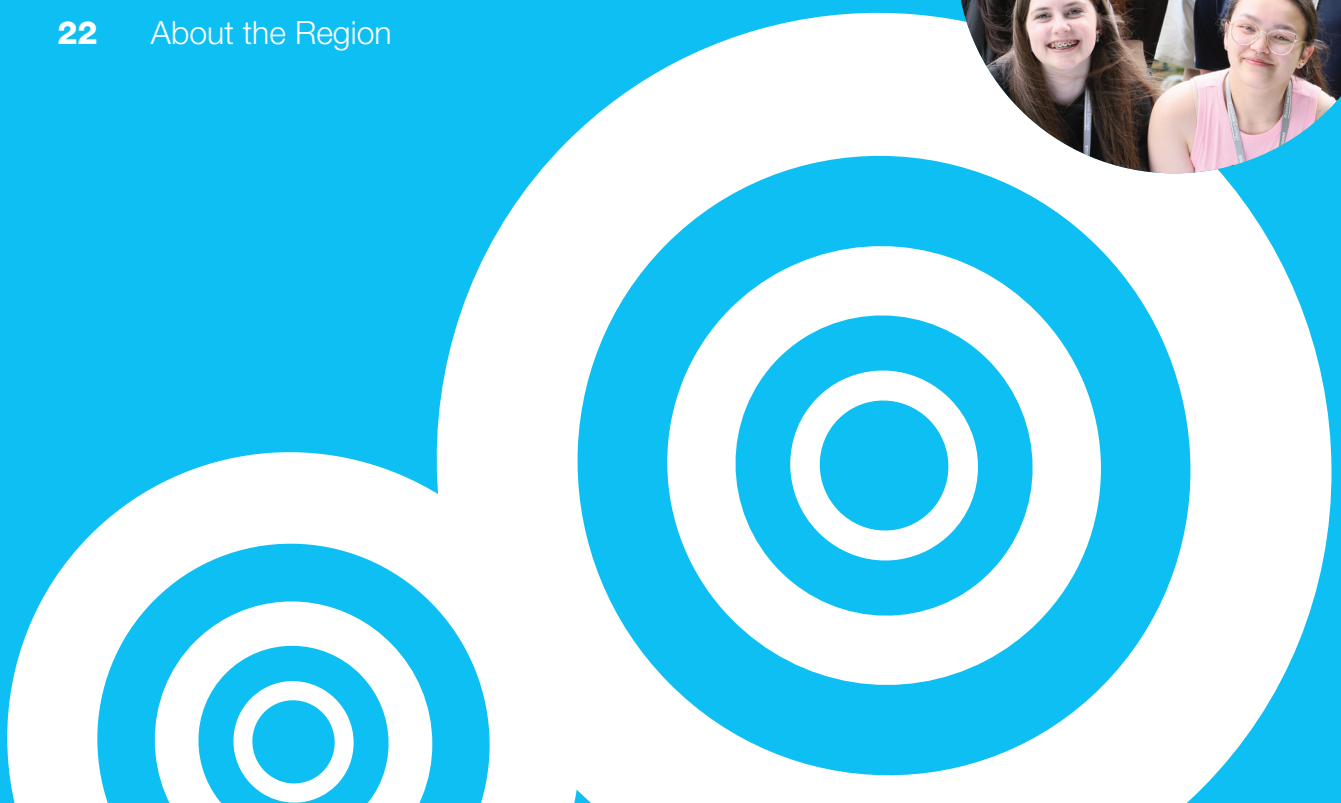
2021-24

With Year 3 objectives: 2023-24

RUNSHAW COLLEGE

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Introductory Statements

It gives me great pleasure to present the Strategic Plan for Runshaw College. This is the product of several months of consultation with staff, managers, governors, employers, partner high schools, civic partners and the wider community. The words in this document are the words of all those stakeholders, and everyone's contribution is very much appreciated. The document sets out Runshaw's over-arching key strategic priorities for the 3-year period from 2021 to 2024. It also outlines the specific objectives for the third year of this plan (2023-24). Thank you for taking the time to read and contribute to this document. I look forward to working with you as we achieve these ambitious plans!

Clare Russell
Principal & CEO



The changes in the world around us and the direct and indirect impact this is having on society and the College means it was right and proper for us to re-look at the way we build our strategic plans and ensure we had a strategy fit for purpose and the future of the local environment and all our stakeholders. The plan puts the needs of our students and other stakeholders first and then builds on this with ambitious plans around curriculum and estates. I congratulate the team on building this up based on real insight and collaboration with all our stakeholders including our partner high schools, employers, civic partners and the wider local community. For the first time, our strategic plan has a longer term outlook as well as detailed plans and actions for the next 12 months. The Governors and I are excited about this strategy and look forward to achieving its key goals and objectives.

Warren Middleton
Chair of Governors



Endorsements

“This exciting strategy really sets the tone for what we want to achieve for our borough – a commitment to raising aspirations and enhancing lives through better prospects for everyone. We look forward to working together with Runshaw to achieve our shared ambitions.”

Councillor Alistair Bradley

Leader of the Council, Chorley Council

Chorley
Council

“We’re proud to have Runshaw College at the heart of our borough. The new strategy sets out a strong vision and a clear role for the college in shaping the future for our communities. South Ribble Council wholeheartedly endorse the strategy as a beacon for all.”

Councillor Paul Foster

Leader of the Council, South Ribble Borough Council





Endorsements

“By reaching across diverse communities and beyond neighbourhood boundaries, the college engages extensively with community provisions, employers and local industries, driving socio-economic growth and improving economic prosperity.”

Babs Murphy

Chief Executive, North & Western Lancashire Chamber of Commerce



“We warmly welcome the new Runshaw College Strategic Plan, which places the college at the heart of the community. The college aims to build strong relationships with local employers to address their current and future skills needs through collaboration and the co-creation of provision, both to ensure that 16-18 provision is relevant, but to also support the retraining and reskilling of Lancashire’s workforce. We are pleased to be working with Runshaw College and the network of colleges across Lancashire, to take a collegiate approach to addressing the skills needs of our employers and to boost productivity.”

Sarah Kemp

Chief Executive, Lancashire Enterprise Partnership (LEP)



Lancashire
Enterprise Partnership

Our Purpose

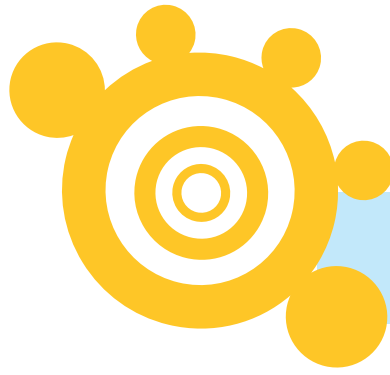


Runshaw College is proud to be a truly comprehensive tertiary college, expertly serving the diverse needs of its local communities since 1974. The majority of young people in the area choose to continue their post-16 studies at Runshaw, and the sixth-form college has a long-standing local and national reputation for excellence. In addition, we offer high-quality education and training for apprentices and adult learners.

Runshaw provides excellent education for a wide range of learner profiles. For example:

- An academic school leaver with a clutch of Grade 9 GCSEs, aspiring to progress to Oxford or Cambridge Universities, or to prestigious courses such as Medicine, Dentistry or Veterinary Science
- An ambitious employee, taking an apprenticeship to combine learning and working, to fast-track your career path and achieve great results in your profession
- An adult returning to education, wanting to change direction by taking an Access course and then progress to university in order to move into a whole new career
- A creative school leaver with exceptional talents in the performing or visual arts, aspiring to progress to a prestigious conservatoire for the performing arts or to a specialist arts college
- An adult wanting to get on at work, by completing professional qualifications to stand out from the crowd and secure a promotion
- A school leaver on a journey to develop new skills and achieve advanced-level qualifications with support from specialist staff, perhaps over a number of years
- An adult with few formal qualifications, taking a bold step to gain qualifications that will lead to a secure job role or even simply to support children with their own maths and English
- Anyone in between ... aspiring to greater successes by learning skills and gaining qualifications that will serve you very well in your next steps and future goals





Our Purpose

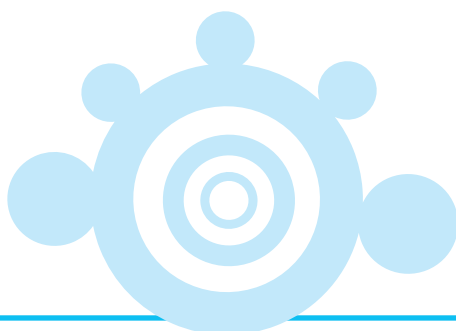
At Runshaw, we are proud of the successes of all our students.

- We are proud that 27 Runshaw students enrolled onto Medicine, Dentistry or Veterinary Science courses in September 2022, and 9 Runshaw students enrolled at Oxford or Cambridge Universities in September 2022.
- We are equally proud that 10 Runshaw students with EHCPs (Education Health & Care Plans) completed Supported Internships with Progress Housing in 2022, and progressed to high-quality employment as a result.

As a genuinely comprehensive and inclusive college, we are particularly proud of our high standards which result in exceptional student achievements. Runshaw College is one of the largest providers of A Level courses in the country, offering an extensive range of over 40 different subject options. A Level students have consistently achieved an average of a Grade B in their qualifications every year for more than 10 years, and there were more than 1000 A*-A grades awarded to Runshaw students in 2022. The sixth-form curriculum also includes a very broad range of vocational courses, from Entry Level to Level 3. Over 96% of our Vocational students progressed to their chosen university course, and we are particularly proud to be recognised by the Department for Education (DfE) as among the top 5 colleges in the country for positive Level 3 progression.

We continue to invest heavily in our facilities, so that our learning environments are sector-leading. We have a well-developed estates strategy, which includes plans for significant investment in the Leyland Campus, following the sale of our second campus on Euxton Lane. Our new Buttermere building, opened in January 2023, is the first major phase of these developments. Our new Health Science facilities are in development and will open in August 2023.

As we approach our 50th birthday, what has never changed at Runshaw is our enduring focus on teaching, learning and the needs of our students, which is always at the centre of everything we do. As a result, we have developed a national reputation for educational excellence and continue to build on this all the time.





Mission

We believe **education changes lives**, so we **put teaching and learning** and the needs **of our students first.**

Vision



A GREAT PLACE
TO STUDY



A GREAT PLACE
TO WORK



A GREAT PLACE
FOR PARTNERSHIPS
AND COMMUNITY

Values



EXCELLENCE



ENJOYMENT



DEDICATION



RESPECT

The College Vision Statements

A great place to study

- 1) An extremely popular, first-choice college, where students are safe, happy and successful
- 2) A broad and responsive curriculum offer that allows every student to explore their interests, find their passion, achieve their ambitions and make a positive contribution
- 3) A diverse, inclusive and respectful college community that allows all students to thrive and make friends for life
- 4) Inspirational teachers, who use their expert subject knowledge and latest pedagogical techniques to design and deliver creative and impactful lessons
- 5) An exciting and extensive range of enrichment activities and extra-curricular opportunities, including opportunities to travel and gain work experience
- 6) Exceptional support, advice and guidance from staff who care about each individual
- 7) Students' views are actively listened to and acted upon, to continually improve the college
- 8) An impressive college campus, an environment conducive to learning, with high-quality learning and social spaces, resourced with industry-standard equipment and technology
- 9) Flexible and innovative delivery models, that meet students' needs through on-campus, blended, online, and compressed timetables
- 10) Students have high expectations and achieve exceptional results, then progress to high-quality destinations (fulfilling jobs or further study)



Emaan Mirza

At Runshaw there is a friendly, open atmosphere where we are treated with respect. There is high quality teaching by teachers who are genuinely excited to teach their subject and are invested in their students.



Colin Chan

Runshaw gives a stimulating, yet dynamic experience. Expanding your limits is part of our culture here. You'll be supported in every step along the way, and it'll make your time here engaging, always new and exciting!



The College Vision Statements

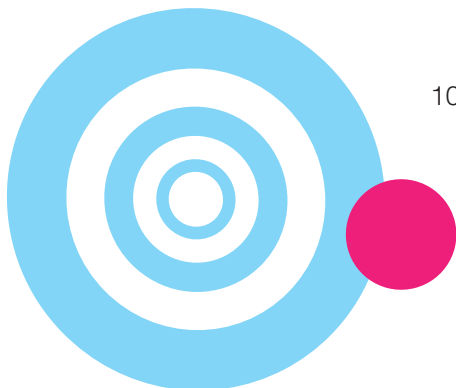
A great place to work



Robert Cobourne
Staff Governor

Runshaw is a great place to work. There is a culture of trust and support for staff who feel valued and able to contribute to the outstanding provision of the college.

- 1) A first-choice employer with an excellent national reputation, where the best highly skilled and qualified staff are proud to work
- 2) A thriving and respectful community of staff who are valued as individuals and who support each other towards shared goals through effective teamwork and collaboration
- 3) Colleagues are happy and fulfilled, gaining immense job satisfaction from their worthwhile and rewarding work; making a positive difference to students' lives
- 4) Staff have autonomy to carry out their roles and are encouraged to bring creativity and innovation to their work, in pursuit of continual improvement
- 5) High-quality development and training are provided and encouraged for all staff, to help everyone develop in their role and achieve their career aspirations
- 6) The college values its staff community highly; recognising, celebrating and rewarding the successes and achievements of individuals and teams
- 7) College managers are approachable, supportive and responsive; providing inspirational leadership towards a clear vision for the future, based on shared values
- 8) The college environment, facilities and resources are first-class; everyone has the equipment and support they need to do a great job
- 9) Pay and conditions are sector-leading, and staff health and wellbeing are prioritised through an extensive range of enrichment activities
- 10) The college's strong finances are led and managed very effectively, to ensure staff have job security



The College Vision Statements

A great place for partnerships and the community

- 1) A college at the heart of its community, with an excellent reputation, locally and nationally, for high quality education and training, and a very positive community presence
- 2) An outward-looking organisation with a strong culture of mutually-beneficial partnerships, learning from each other and benefiting from best practice across sectors
- 3) Very strong relationships with a large number of high schools, to raise students' aspirations and so that the curriculum matches students' ambitions
- 4) Very strong relationships with a broad range of employers, working in collaboration and co-creating the curriculum to address skills shortages and develop the workforce of the future
- 5) A flexible, agile and responsive curriculum offer, that enhances the lives of people in the community, facilitates social mobility and supports the success of the local workforce and economy
- 6) Students make an extremely positive contribution to their local communities; volunteering and working in the full range of private-, public- and third-sector organisations
- 7) An active presence in local, regional and national strategic groups and professional networks; influencing and shaping the external policy landscape
- 8) Very strong networks with other colleges, locally and nationally; a thought-leader, influencer and front-runner in the development of pedagogy and innovative business operations
- 9) An "anchor institution" within the wider local and regional ecosystem; carrying out a critical wider civic role via effective partnerships with other public and private agencies and civic partners
- 10) A "go to" reference point for policy makers in government to develop and advise on economic priorities and industrial and social inclusion strategies, as well as education strategy and skills priorities



Steve Haycocks

Chair of the South Ribble
Headteachers' group

Excellent communication and strong, established connections into schools are a feature of the way that schools in the community and their students have developed close working relationships with Runshaw. Students at high schools are able to access a wide range of advice and support at the point they need it, to help them to make the best and most appropriate choices for their post-16 studies.

Runshaw's Key Strategic Priorities



Quality – We prioritise exceptional teaching, learning, assessment and support for all learners, supported by outstanding facilities and technologies. We provide a high-quality and responsive curriculum that meets the needs and interests of our learners, employers and the wider community, and prepares people to become well-balanced, active, responsible and productive citizens.



People – We proactively nurture a diverse, vibrant and inclusive college community of staff and students, to create a positive, high-performing environment in which every person matters and everyone can flourish. We invest heavily in our staff through continued development and training so that colleagues can be highly-effective in their role and progress in their careers. We support every person's wellbeing to ensure they have the resilience and confidence to overcome challenges and perform to the best of their ability.



Innovation – We thrive on continual improvement and staff feel secure taking risks, so that we are at the forefront of technological and pedagogical approaches to teaching, learning, assessment, support and underpinning services. We are proud to share our innovative practice and develop our reputation as a sector-leading college, leading and shaping the education and skills landscape.



Community – We proactively engage and build strong working partnerships with schools, employers, councils, professional associations and other strategic stakeholders, to ensure Runshaw College is central to the communities it serves. We cultivate these relationships so that we are a front-runner meeting local, regional and national skills priorities through an innovative, highly responsive and agile curriculum.



Sustainability – We take care to limit our environmental impact and make best use of natural resources by reducing our carbon footprint, improving resource efficiencies through recycling, setting energy targets, raising awareness and monitoring impact. We educate and support staff and students to make lasting changes to behaviour and working practices to proactively improve the local and wider environment and create a positive future.



Finance – We practise ethical and prudent financial management to ensure integrity, so that we retain strong financial health and the stability to invest in inspiring facilities and innovative education for all learners.

Strategic Plan Objectives 2023-24

(Year 3 Of The 3-Year Plan)



Quality – We prioritise exceptional teaching, learning, assessment and support for all learners, supported by outstanding facilities and technologies. We provide a high-quality and responsive curriculum that meets the needs and interests of our learners, employers and the wider community, and prepares people to become well-balanced, active, responsible and productive citizens.



Objectives for Year 3	What would success look like	Great place to study	Great place to work	Great place for partnerships and the community
Q1) Continue to improve the Quality of Education : ensuring Outstanding in all areas	<ul style="list-style-type: none"> Quality of Education is demonstrably Outstanding in all Provision Types by September 2025: A Level, Vocational & Technical, Adult Learning, Apprenticeships, High Needs. 			
Q2) Secure the college's position as a beacon of academic and technical excellence	<ul style="list-style-type: none"> The college attracts the highest achieving students from Partner High Schools, due to its local and national reputation as a centre of excellence and exceptionally positive destinations. 			
Q3) Ensure all students benefit from Runshaw Mindset strategies (motivation and learning to learn)	<ul style="list-style-type: none"> All students receive training to develop non-cognitive skills that enable them to overcome barriers and reach (or exceed) their potential. Students who are struggling receive expert 1:1 Mindset Coaching that enables them to develop non-cognitive skills and succeed. 			

People – We proactively nurture a diverse, vibrant and inclusive college community of staff and students, to create a positive, high-performing environment in which every person matters and everyone can flourish. We invest heavily in our staff through continued development and training so that they can be highly-effective in their role and progress in their careers. We support every person's wellbeing to ensure they have the resilience and confidence to overcome challenges and perform to the best of their ability.



Objectives for Year 3	What would success look like	Great place to study	Great place to work	Great place for partnerships and the community
P1) Monitor and review the impact of recent strategies to improve the recruitment and retention of the best staff; continuing to benchmark pay and conditions to ensure they are sector-leading	<ul style="list-style-type: none"> All vacant posts are filled with high-quality candidates and staff retention is sustained at a high level. Pay and conditions are sector-leading for all job roles. 			
P2) Focus on the responsibilities of each job role and the achievement of Outstanding everywhere; continuing to advance our high-performing, ethical and supportive organisational culture	<ul style="list-style-type: none"> All staff are clear on the responsibilities associated with their job role, and how these contribute to Outstanding Everywhere. Job descriptions, appraisals, CPD, recognition and professional support all align. 			
P3) Further develop the Mental Wealth of our whole college community (Mental Wealth is a proactive approach that promotes taking positive steps to optimise physical and mental wellbeing)	<ul style="list-style-type: none"> Physical and mental health is effectively promoted, by bringing together all activities under a mental wealth programme. The pro-active approach includes self-assessments for mental health with signposting to appropriate support. 			

Strategic Plan Objectives 2023-24

(Year 3 Of The 3-Year Plan)

Innovation – We thrive on continual improvement and staff feel secure taking risks, so that we are at the forefront of technological and pedagogical approaches to teaching, learning, assessment, support and underpinning services. We are proud to share our innovative practice and develop our reputation as a sector-leading college, leading and shaping the education and skills landscape.



Objectives for Year 3	What would success look like	Great place to study	Great place to work	Great place for partnerships and the community
I1) Clarify how all curriculum meets Skills Needs: increase industry updating for teaching staff and improve understanding of curriculum intent	<ul style="list-style-type: none"> All courses are able to clearly evidence and articulate how they meet local, regional and national skills needs through their curriculum intent, implementation and impact. The college makes a strong contribution to skills needs. 			
I2) Develop a new college-wide Digital Strategy (including college communication strategies), and implement a range of approaches to improve the usability and efficiency of processes right across the college	<ul style="list-style-type: none"> College Digital Strategy is in place and understood. Significant improvements are made to several key college processes, resulting in improved staff satisfaction and time savings. 			
I3) Develop our CPD offer to align to staff career paths, including professional updating and a support staff CPD framework (including best in class opportunities)	<ul style="list-style-type: none"> Revised CPD framework is in place and understood, with staff taking up professional development that has a measurably positive impact. 			

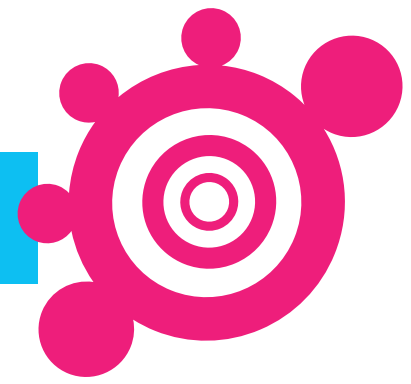
Community – We proactively engage and build strong working partnerships with schools, employers, councils, professional associations and other strategic stakeholders, to ensure Runshaw College is central to the communities it serves. We cultivate these relationships so that we are a front-runner meeting local, regional and national skills priorities through an innovative, highly responsive and agile curriculum offer.



Objectives for Year 3	What would success look like	Great place to study	Great place to work	Great place for partnerships and the community
C1) Further develop and build upon the impact of the Employer Partnership Boards, including exploration of partnership working models observed in The Netherlands	<ul style="list-style-type: none"> EPBs and reporting contribute to a razor sharp Curriculum Intent in every area and provide real world experience to enhance the curriculum, increasing the benefit of partnership working for existing students. 			
C2) Further develop our Adult Education / Apprenticeships offer, including a pathways approach and potential for high-quality partnerships for recruitment and delivery	<ul style="list-style-type: none"> New Assistant Principal (Adult & Apprenticeship Programmes) improves the synergy between both programmes and the relevant managers, to develop, market and recruit across a new suite of professional pathways for employers. 			
C3) Build upon the college's collaborative partnerships with local stakeholders including the Local Skills Improvement Plan (LSIP) and Lancashire County Council (priority to reduce NEET)	<ul style="list-style-type: none"> Demonstrably impactful relationships with the LSIP, LCC and other stakeholders, that improve the learner experience and which are understood by all staff. 			

Strategic Plan Objectives 2023-24

(Year 3 Of The 3-Year Plan)



Sustainability – We educate and support staff and students to make lasting changes to behaviour and working practices to proactively improve the local and wider environment and create a positive future. We take care to limit our environmental impact and make best use of natural resources by reducing our carbon footprint, improving resource efficiencies through recycling, setting energy targets, raising awareness and monitoring impact.



Objectives for Year 3	What would success look like	Great place to study	Great place to work	Great place for partnerships and the community
S1) Raise the profile of Sustainable Development and Social Value	<ul style="list-style-type: none"> Sustainable development and social value is appreciated and understood by all staff. 			
S2) Agree and mobilise a Net Zero action plan, with measurable KPIs	<ul style="list-style-type: none"> The college has a clear action plan for achieving Net Zero carbon. 			
S3) Further embed the sustainability curriculum within enrichment, careers and Horizons activities	<ul style="list-style-type: none"> All students are aware of the importance of sustainability and how it is integrated into their college experience, via a range of student centred activities, initiatives and projects. 			

Finance – We practise ethical and prudent financial management to ensure integrity, so that we retain strong financial health and the stability to invest in inspiring facilities and innovative education for all learners.



Objectives for Year 3	What would success look like	Great place to study	Great place to work	Great place for partnerships and the community
F1) Continue to deliver the Estates Masterplan, ensuring industry-standard facilities for all learners over time (focus for 2023-24 on science facilities, communal and social spaces)	<ul style="list-style-type: none"> Clear, visible improvements to the College Estate and an achievable plan in place for improvements to science facilities. 			
F2) Invest in our IT infrastructure in line with Cyber Security Best Practice and the new Digital Strategy	<ul style="list-style-type: none"> IT and Cyber risks minimised, with a high quality IT infrastructure and supporting facilities for staff and students. 			
F3) Consider the full implications of the ONS reclassification of FE colleges as Public Sector	<ul style="list-style-type: none"> Full clarity and understanding of the most beneficial College structure, governance and regularity framework; communicated to all staff. 			



CRIME SCENE-DO NOT ENTER

RACIAL & RELIGIOUS HARASSMENT
DON'T SUFFER IN SILENCE
REPORT IT
THE POLICE CAN'T HELP YOU
WHY SHOULD YOU?

RACIAL & RELIGIOUS HARASSMENT
DON'T SUFFER IN SILENCE
REPORT IT

Report
Racial & Religious Harassment

Forced
Marriage
is Illegal

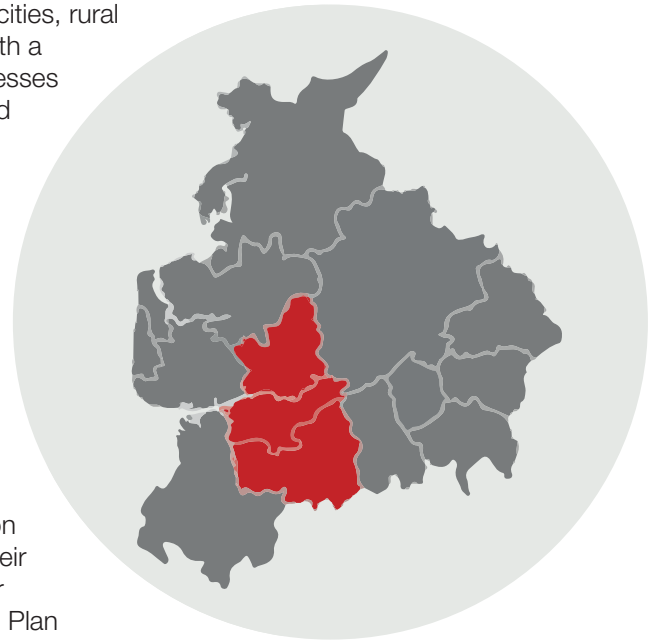
IN THE
UK
IT'S
ILLEGAL
TO
MARRY
A
MINOR

NEW YORK

About The Region

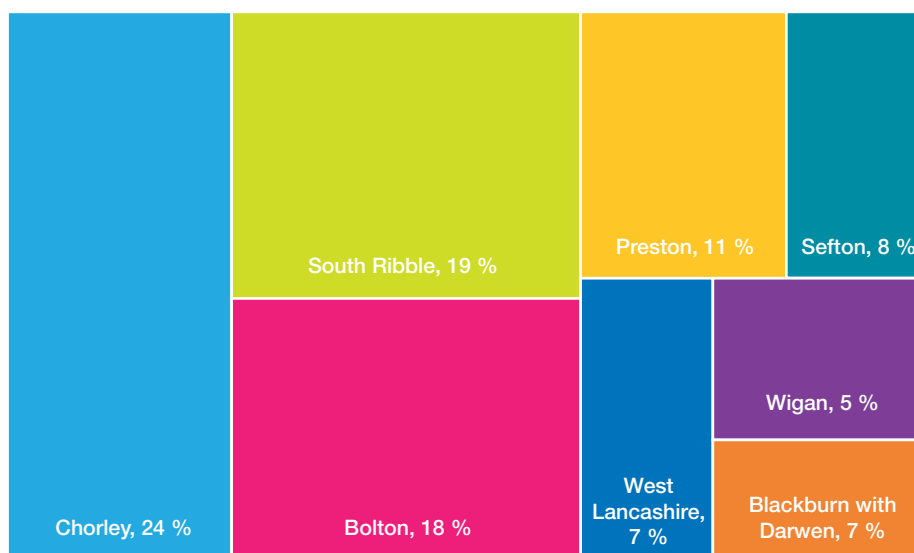


Runshaw College is based in Lancashire in the North West of England. Lancashire is one of the most diverse economic areas in the country, with no urban core but a polycentric set of towns and cities, rural and coastal areas, agricultural and industrial zones. With a population of 1.5m people, Lancashire's 55,000 businesses generate 728,000 jobs across a range of important and future-facing sectors from manufacturing, health and tourism to cyber, digital and low carbon. The thriving £34bn economy is home to globally leading firms with sector/supply chain clusters including the fourth largest aerospace cluster in the world. There is a pan-Lancashire labour market, particularly for technical and professional roles while workforce is also imported from and exported to neighbouring areas including Greater Manchester, Cumbria and the Liverpool City Region.



The Lancashire 2050 Vision has Employment and Skills as one of eight strategic priorities with an ambition to "support people to develop their skills throughout their lives and attract business to the county because of our highly skilled workforce". The Local Skills Improvement Plan 2023 further develops that vision.

Where our Sixth-Form students travel from:

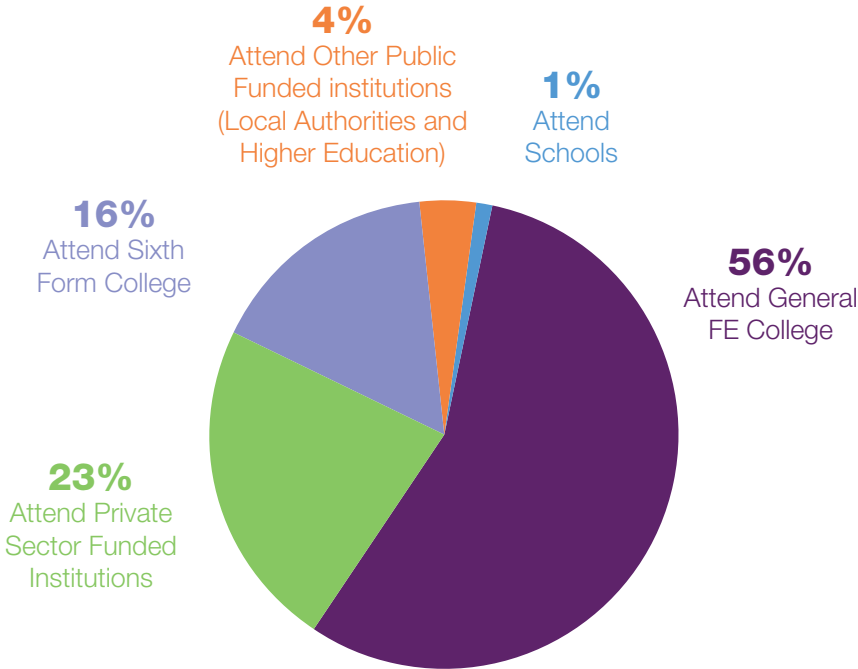


About The Region

The main college campus is in Leyland, which is in South Ribble, very close to the border with Chorley. Because of our reputation for excellence, Runshaw College students travel from a wide geographic area including Bolton, Preston, West Lancashire, Sefton, Blackburn and Wigan, as well as the local areas of Chorley and South Ribble. As a result, our student body is extremely diverse and we are proud that 19% of students at the college are from minority ethnic groups. This is higher than the proportion in Lancashire as a whole where the largest ethnic group is white (90%) and the black and minority ethnic group forms 10% of the population. It is also much higher than the proportion of ethnic diversity in the local areas of South Ribble (at 4.2%) and Chorley (at 4.9%) (2011 census data).

Equality, diversity and inclusion are at the heart of all aspects of the college's work. Our students benefit from sharing their varied backgrounds and, while at the college, they form friendships for life.

25,370 residents of the Preston / Chorley / South Ribble area are participating in Further Education (FE). Of these:



RUNSHAW COLLEGE

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