



OUR
STRATEGY
TOWARDS
2030

WELCOME



OUR STRATEGY TO 2030

West Lancashire College has played a pivotal role in the provision of vocational and technical education in West Lancashire and the surrounding area for over 40 years. West Lancashire College is part of NCG, a large and successful national provider of further and higher education and Apprenticeship training.

The College is in a prime position to respond to future opportunities and our strategic plan, Towards 2030, sets out our ambitious vision for the future of West Lancashire College. At the heart of our strategy is the aim of providing our learners with an exceptional educational experience which provides a strong foundation for their future career, whilst also ensuring that we are responsive to the needs of employers and our local community.

In the future, the College will continue to seek opportunities for growth in areas which benefit our students and communities, create more job opportunities and inspire an increasing number of our learners to progress further and achieve their potential. Our work with employers and partners will be central to this aspiration, ensuring that our collaborations and partnerships provide opportunities for our learners to gain the knowledge, skills and attributes that support them to realise their ambitions.

The College recognises that our colleagues are our greatest resource and that, by working together, we can shape the future of West Lancashire College to deliver on our mission of enabling social mobility and economic prosperity through exceptional education.



Denise Williamson
Principal



Mark Whitworth
Chair of the College Board

WEST LANCASHIRE 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.



NCG'S VALUES



NCG'S STRATEGIC PILLARS

VISION

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

★	★	★	★	★	★
QUALITY	CURRICULUM	PEOPLE	FACILITIES	FINANCE	REACH
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

MISSION

Enabling social mobility and economic prosperity through exceptional education.

OUR MISSION

Enabling social mobility and economic prosperity through exceptional education.

West Lancashire College will enable social mobility and economic prosperity through the provision of an outstanding learner experience, supported by meaningful collaboration and partnerships which connect learners to exceptional opportunities.



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The best thing about studying at The School of Medicine is the Discovery industry placement programme. The work experience which has been arranged for us has allowed me to build an understanding of the medical profession and provides many unique opportunities which would normally be very difficult to access.

Tom Gowan,
The School of Medicine student,
West Lancashire College.

OUR VISION

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

West Lancashire College will be at the heart of its local community, recognised for the work we do in supporting social mobility through a skills and careers focused curriculum that connects individuals to opportunities and enables people to fulfil their potential throughout their lives.



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

“

I have worked in nurseries for the past 18 years and felt it was time to move on with my career. This course has helped to widen my knowledge on all aspects of health and social care and get me back into a learning environment with friendly and supportive teachers. The course has given me a stepping-stone to progress my education further and has helped me gain in confidence.

Natalie Flack,
FdA Health and
Social Care student,
West Lancashire College.



OUR STRATEGIC OBJECTIVES 2020 – 2030

1 TO PROVIDE AN EXCEPTIONAL LEARNING EXPERIENCE, WITH A FOCUS ON EXCELLENCE IN TEACHING, LEARNING AND TRAINING, WHICH RAISES ASPIRATIONS, REMOVES ACHIEVEMENT GAPS, AND LEADS TO OUTSTANDING OUTCOMES FOR LEARNERS AND APPRENTICES

This objective supports the NCG Strategic theme relating to **Quality**, focusing on the provision of exceptional teaching, learner experience and outcomes.

West Lancashire College is committed to providing an exceptional experience for our learners and apprentices, with a particular focus on developing the skills, knowledge and behaviours that will support our learners to progress successfully and achieve their current and future aspirations. During the course of this planning period we will be recognised for providing an outstanding learner experience.

IN SUPPORT OF THIS OBJECTIVE WE WILL:

- Create a culture of excellence in teaching and learning which embeds creativity and innovation and supports learners to achieve exceptional outcomes.
- Remove achievement gaps between learners and apprentices in different groups.
- Support every learner to improve their literacy and numeracy, achieving qualifications as part of the NCG Guarantee to enable outstanding progression to their chosen career.
- Meet and exceed the Gatsby benchmarks.
- Support learners to progress into positive sustained destinations through high quality, personalised careers coaching and mentoring, as well as meaningful work placement.
- Focus curriculum enhancement and enrichment activities on broadening the horizons of younger learners beyond the immediate area to raise aspirations, support mental health and wellbeing and improve career prospects.

2 TO PROVIDE AN INNOVATIVE AND RESPONSIVE INDUSTRY LED CURRICULUM WHICH MEETS THE NEEDS OF EMPLOYERS AND ADDRESSES LOCAL AND REGIONAL SKILLS SHORTAGES

This objective supports the NCG Strategic theme relating to **Curriculum**, focusing on the provision of innovative, relevant courses and qualifications.

We aim to work with employers and other partners and community groups to develop an innovative and responsive curriculum, which meets the needs of employers and supports growth in our student numbers through very effective collaboration and partnerships that deliver enhanced opportunities for learners.

IN SUPPORT OF THIS OBJECTIVE WE WILL:

- Maximise opportunities to fully align curriculum with other Colleges within the group, particularly Newcastle and Carlisle Colleges, as part of a collaboration linked to the Northern Powerhouse, and with a particular focus on innovative curriculum development, leveraging the full benefits of being part of NCG
- Deliver a full range of T Levels alongside STEM related academic and applied general qualifications, ensuring alignment with local and regional skills needs.
- Deliver a full range of curriculum aligned to careers in Health, further developing The School of Medicine as flag ship provision in this area.
- Reinvigorate the College's Sports/Wellbeing curriculum offer through leveraging innovative local partnerships and expertise across NCG.
- Respond to the challenges resulting from Covid-19 by developing responsive retraining/upskilling opportunities which can be accessed by adults in our own locality and also nationally through. The development of an NCG portfolio of distance learning courses.
- Fully exploit the opportunities presented by the NCG Synergy Hub to develop and deliver high quality Apprenticeship pathways, including at higher levels.
- Ensure that the curriculum offer provides clear and coherent learning pathways to aid progression, including to higher levels.
- Secure extensive and meaningful employer engagement in all aspects of our curriculum design and delivery as we co-create the curriculum for the future, with a focus on particular specialisms in Health and STEM.
- Embed skills relating to the development of entrepreneurship within our learners as part of the NCG Guarantee, with a particular focus on technical qualifications.
- Build a distinctive brand that embodies a reputation for high quality, relevant and responsive education and training supported by extensive collaboration and partnership working and which fully leverages the national strength of NCG.

TO RECRUIT, DEVELOP AND RETAIN A HIGHLY ENGAGED, APPROPRIATELY SKILLED AND HIGH PERFORMING WORKFORCE

This objective supports the NCG Strategic theme relating to **People**, focusing on the development of ambitious and responsible educators and leaders.

3

We are committed to developing a culture of continuous improvement, where staff are supported to strive for excellence and are able to collaborate with colleagues across NCG as part of innovative, creative communities of practice which focus on delivering outstanding teaching, learning and training as the cornerstone of everything we do.

IN SUPPORT OF THIS OBJECTIVE WE WILL:

- Attract the best talent to work and teach at West Lancashire College, utilising innovative approaches to staff recruitment in harder to recruit areas.
- Ensure that every teacher is fully digitally enabled, collaborating with a national network of like-minded colleagues across NCG and undertaking continual professional and industrial updating to remain at the top of their profession.
- Develop a high performance and entrepreneurial culture through insightful performance management, development and appraisal.
- Develop high performing managers and leaders through the participation of all colleagues in the NCG Leadership Hub.
- Ensure that staff wellbeing and mental health are placed at the forefront of our employment policy with all staff engaging and benefitting fully.
- Ensure that internal communications are effective in engaging staff with the strategic priorities of the organisation and in supporting the development of a high-performance culture.

TO PROVIDE LEARNERS WITH AN INSPIRING LEARNING ENVIRONMENT WHICH ENABLES INNOVATION IN TEACHING AND LEARNING AND PREPARES THEM EFFECTIVELY FOR THEIR NEXT STEPS

This objective supports the NCG Strategic theme relating to **Facilities**, focusing on the provision of outstanding digital and physical learning environments.

4

We are committed to establishing and maintaining an inspiring learning environment which meets the needs and aspirations of our local communities, learner and employers, which acts as a hub for the local community and ensures that the College accommodation and resources keeps pace with curriculum innovation and development.

IN SUPPORT OF THIS OBJECTIVE WE WILL:

- Enrich the learner experience through enhancing all courses with the inclusion of innovative blended, flipped and online collaborative learning.
- Develop an innovative digital platform, sponsored by West Lancashire College, and enabling the national delivery of NCG's distance learning offer.
- Become the hub for learning in Skelmersdale, with a thriving evening and weekend offer demonstrating that we are the heart of our civic infrastructure.
- Maximise opportunities to win external funding in order to deliver projects that enhance the facilities and resources available at the College and improve the experience for all our learners.
- Develop and implement an innovative and responsive accommodation strategy aligned to future curriculum development plans and learner needs.

TO ENHANCE OPPORTUNITIES FOR LEARNERS AND TO SUPPORT A THRIVING LOCAL COMMUNITY THROUGH PARTNERSHIP WORK AND COLLABORATION

This objective supports the NCG Strategic theme relating to **Reach**, focusing on impactful external engagement and civic commitment.

5

The College aims to support its local communities through engaging in collaboration and partnerships, ensuring it meets the needs of local people and is recognised as an asset within the local area.

IN SUPPORT OF THIS OBJECTIVE WE WILL:

- Strive to be recognised as the key educational asset at the heart of West Lancashire through our outreach and partnership working.
- Ensure that the College is fully integrated into the local social fabric of the community through our volunteering, support for local initiatives and sponsorship of charitable events.
- Develop long term partnerships to share resources as part of the local civic infrastructure.
- Leverage the benefits of the regeneration of Skelmersdale town centre to ensure that the college has an enhanced position at the heart of its local community.



OUR KEY PERFORMANCE INDICATORS

Strategic Objective #1: To provide an exceptional learning experience, with a focus on excellence in teaching, learning and training, which raises aspirations and leads to outstanding outcomes for learners.

KPI	2022	2025	2030
Ofsted rating	Good	Outstanding	Outstanding
Student Satisfaction	Top 25%	Top 10%	Top 10%
Learner progression to sustained positive destinations	Top Quartile	80th percentile	90th percentile
% of TLA exceeding required standard	92%	95%	98%
Achievement gaps between groups of learners	<5%	<5%	<5%

Strategic Objective #2: To provide an innovative and responsive industry-led curriculum which meets the needs of employers and addresses local and regional skills shortages.

KPI	2022	2025	2030
No of 16 – 18 learners on programme	850	1000	1500
No of new Apprenticeship starts	80	150	250
No of enrolments on distance learning provision	4000	4000	4000
% of courses with meaningful employer partnerships/ endorsement	75%	85%	95%
% of courses with meaningful university links	75%	85%	95%

Strategic Objective #3: To recruit develop and retain a highly engaged, appropriately skilled and high performing workforce.

KPI	2022	2025	2030
Colleague engagement	Top 25%	Top 10%	Top 10%
Staff participation in the NCG Leadership Hub	50%	65%	75%
Proportion of teaching staff engaged in NCG Communities of Practice	75%	85%	95%

Strategic Objective #4: To provide learners with an inspiring learning environment which enables innovation in teaching and learning and prepares them effectively for their next steps.

KPI	2022	2025	2030
Student satisfaction with the quality of resources	95%	96%	99%
Reduction in carton footprint	15%	30%	50%
EBITDA	>2%	>5%	>7%

Strategic Objective #5: To enhance opportunities for learners and to support a thriving local community through partnership work and collaboration.

KPI	2022	2025	2030
Engagement of College departments in voluntary activity and social action	50%	70%	All
Partnerships with local organisations	6	10	20



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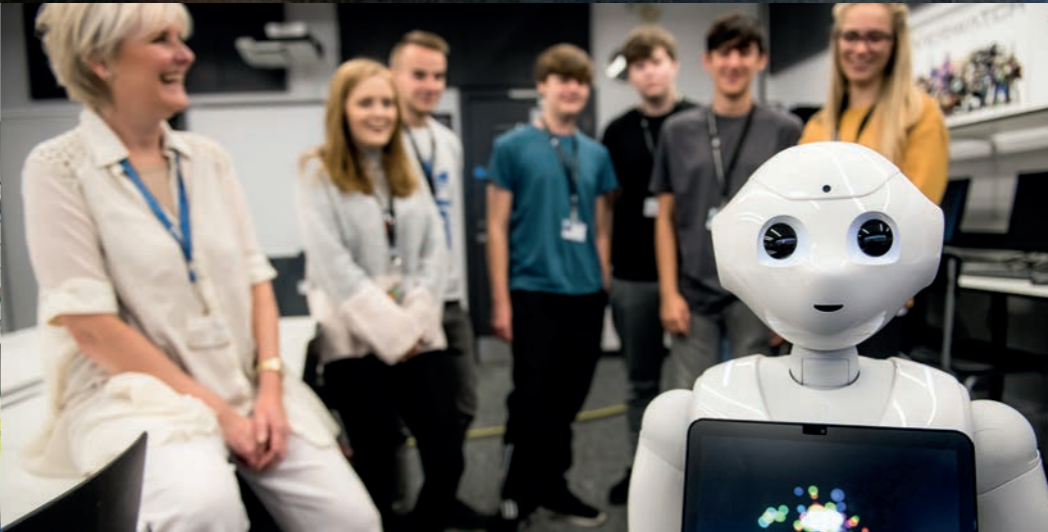
Completing my Apprenticeship with West Lancashire College has many benefits. Alongside my training, I have a great support system and staff assist me whenever I need. The College take a nurturing approach to learning which I feel helps students like me to achieve the goals that they have set out to do.

Rea Siyani,
Business Administration
Apprentice with Redwood
TTM Ltd.

“

My favourite aspect of the course was the wide range of experiences we had, all of which helped me grow as an individual. I had the pleasure of being taught by very talented and knowledgeable tutors who helped me to develop my potential in art. My course has allowed me to reach my personal goal of becoming a Concept Artist.

Romans Ilemenovs,
Art and Design Student,
West Lancashire College.



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