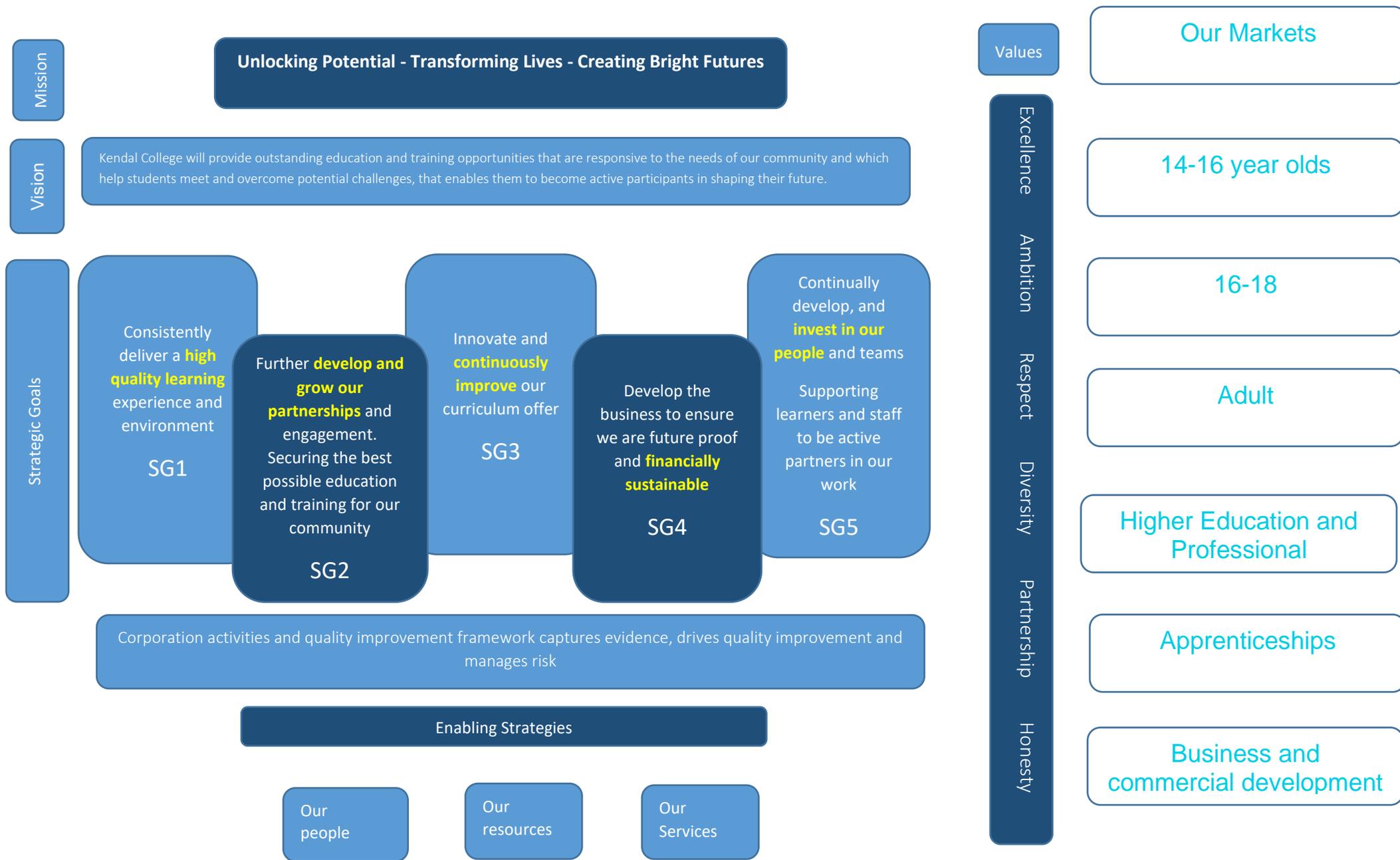




Kendal College Strategic Plan

2019-2022

Strategic Plan 2019—2022



Our Enablers – over the course of the strategy we will:

Our People

- Develop a challenging and supportive culture where everyone takes ownership of the mission statement, vision and values of the College.
- Develop a collaborative culture with a shared sense of purpose, confidence about the future and an openness to change.
- Continually review our processes to ensure that we continue to attract, reward and retain the right people to fulfil our strategic ambitions.
- Continue to encourage innovation and entrepreneurial approaches across all of our activities.

Our Resources

- Continue to ensure that the use of College funds supports continuous improvement within the college.
- Maintain a sound financial base (solvency and liquidity).
- Allow budget holders, managers and leaders to control their areas of responsibility whilst improving and raising awareness of financial aspects within a college environment.
- Maintaining the confidence of external stakeholders.
- Continue to engage our staff as a valuable asset to the College.
- Further improve the stock of College accommodation and equipment

Our Services

- Develop our internal services to work efficiently and effectively across the organisation, and feel consulted, supported and valued (e.g. HR, CIS, Finance).
- Increasingly listen to our students and staff by further development of our student and staff satisfaction surveys and communication activities.
- Further develop and support our commercial growth and income through in-house facilities and capabilities (e.g. catering, conferences)
- Develop further a whole college approach to information systems and technical services for staff and students, to maximise efficiency, and reduce costs whilst continuing to meet statutory audit and compliance requirements.

Our top five priorities during the course of the strategy:

Top five strategic areas		
Strategic Goal:		Which means that as a college we will:
SG1	Consistently deliver a high quality learning experience and environment	Further developing the quality of our offer, ensuring a reputation for high standards; ensuring classrooms/workshops meets the needs of curriculum and are of industry standard.
SG2	Further develop and grow our partnerships and engagement. Securing the best possible education and training for our community	Grow our partnerships with employers, educational institutions and other stakeholders for mutual benefit.
SG3	Innovate and continuously improve our curriculum offer	Grow and development of our curriculum focusing particularly A levels, HE/professional, adult and apprenticeships provision, looking at innovative ways of delivery.
SG4	Develop the business to ensure we are future proof and financially sustainable	Maintain a sound financial base (solvency and liquidity)
SG5	Continually develop, and invest in our people and teams. Supporting learners and staff to be active partners in our work	Continue to listen to and engage with our staff, utilising their expertise and experience as a valuable asset to the College. Use our learner voice activity to drive improvement.

High level risks to the delivery of this plan are:

A number of risks which may affect the assumptions made and/or potentially hinder the college in achieving the outcomes detailed in this strategic plan have been identified as those below. Mitigation into such eventualities will be on-going and monitored through our risk register process.

1. Failure to meet learner number targets or to take advantage of a growing 16-18-year-old demographic.
2. Potential changes throughout the course of this plan where a decline in public funding could negatively impact on our ability to deliver against our aspirations.
3. Any failure in our ability to maximise our collaborative working practices with existing and future partnerships could have an impact on many of the actions contained within this strategy.
4. Government not supporting previously held ambitions and changes in Government policy in relation to the nature of the education and skills we offer could impact on the future impact, role of the college in the areas we serve.
5. Uncertainty and change in the apprenticeship delivery and funding model could reduce the participation by both employers and learners.
6. Failure to maintain a strong liquidity position will restrict the cash available to invest in planned new capital programmes, information technology and the recruitment of suitably qualified staff.
7. Brexit uncertainties.

Monitoring these risks:

The risks outlined above will be monitored by the Senior Leadership Team (SLT) where mitigation and controls will be put in place as part of the risk register on a termly basis, and reported through to our Audit committee, and our Board of governors through set Corporation meetings.