



STRATEGIC

PLAN

2022-2025

LEADING INNOVATION AND SKILLS IN OUR COMMUNITIES

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Foreword

The RNN Group 2022 – 2025 Strategic Plan has a focus on **People, Productivity and our Place in the Communities we serve.**

We have recently reviewed our Mission, Vision and Values to reflect the direction of travel for the RNN Group.

After the challenges of mergers in 2016 and 2017, the RNN Group is in a much better and stable position, having reviewed and purposely reduced our estate, improved our finances, and importantly, improved the quality of our educational provision. We now focus on meeting the needs of our local communities, employers and stakeholders in a sustainable and inclusive way.

We are developing a culture of collective responsibility with **Inclusivity, Integrity, Delivering** and **One team** being at the heart of all that we do. This is contributing to an open and transparent culture with clearly identified priorities for the Group.

Our Colleges are at the heart of their communities and exist for people to access exceptional education and training throughout their lives as the world changes. Through the National Fluid Power Centre (NFPC), which has a National and International footprint, we want to support and further the development of skills in our local areas.

We will continue to provide strategic advice and support for employers to drive business change, innovation and future workforce planning. Our excellent facilities and expertise will enable us to play an even greater role in developing healthy and connected communities. We will improve people's life chances through the development of curriculum specialisms within our local communities.

In this strategic plan we show how we will take the RNN Group forward within a changing political and economic environment, ensuring we establish ourselves as an anchor institution in the Rotherham and North Notts area.

We are preparing for a post pandemic world facing significant changes in technology, climate change and the need for us to focus on sustainability and environmental priorities, in addition to the impacts of Brexit. We look forward to a sustainable future, working in collaboration and partnership with all of our stakeholders, making the right choices and ensuring that we achieve our new vision and strategic priorities.

Jason Austin
CEO/Principal



Janet Pryke
Chair of Governors



Background

The RNN Group is an education and training provider, meeting the needs of thousands of employers, adults and school leavers every year and contributing at the heart of our communities.

The Group has sites situated within the South Yorkshire Mayoral Combined Authority (SYMCA) and the Bassetlaw and D2N2 Local Enterprise Partnership area which includes:

Rotherham College

North Notts College

Dearne Valley College

University Centre Rotherham (UCR)

Retford Post-16 Centre (delivering North Notts College courses)

Idle Valley

National Fluid Power Centre (NFPC)





With an income of over £36m each year, we educate and train school leavers, undergraduates, employees and those re-joining the workforce.

In total, we employ or engage over 1,000 staff and educate and train circa 11,000 students each year including Apprentices.



We work at the centre of our local communities, contributing to civic life and economic renewal, we help companies to succeed and individuals to learn, leading to greater career security, fulfilment and happiness. We deliver a responsive curriculum that aims to overcome social justice barriers and help people to achieve their potential.

In September 2018, the RNN Group opened a new University Centre (UCR) on Doncaster Gate, near our Rotherham College Town Centre Campus, offering state-of-the-art facilities and a wide variety of degree courses accredited by top universities and awarding bodies including Sheffield Hallam University and the University of Hull.

We will be providing Higher Level Skills at the new 'Bridge Skills HUB' in Worksop, where we will be delivering programmes in Care, Health, Management & Leadership and Digital from September 2022.

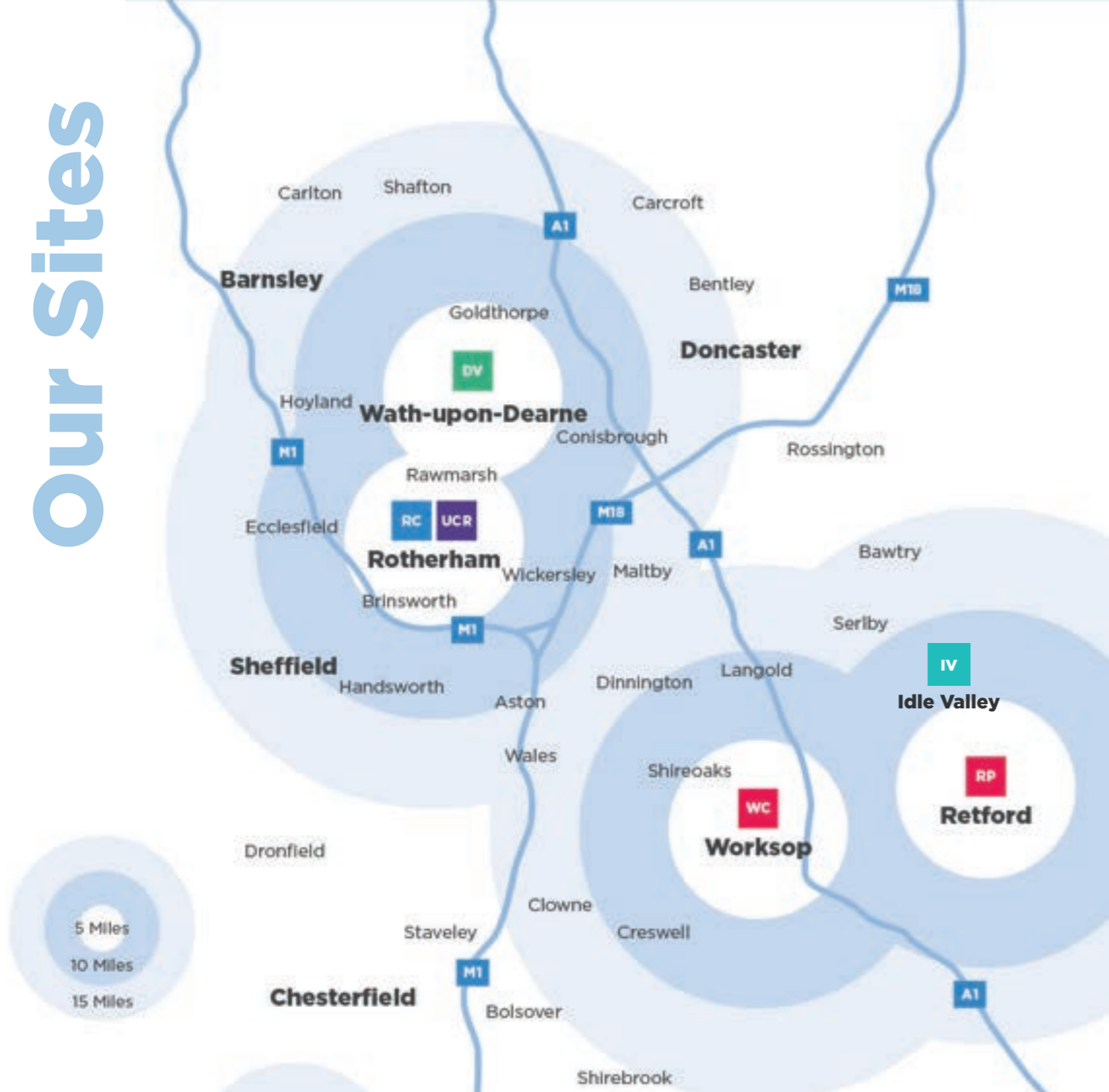


University Centre Rotherham (UCR)
Sited in Doncaster Gate, near our Rotherham College Town Centre Campus.



We are proud to be a patron of the Barnsley and Rotherham Chamber of Commerce, taking an active role in supporting the local business community to thrive and succeed.

Our Sites



Our Strategic Vision

2022 - 2025



Our Values

Inclusion

- **We put students and staff at the heart of everything we do**
- *We work to overcome social injustice*
- **We treat everyone fairly and celebrate our differences**
- *We create an environment that is supportive and accessible for all*

Integrity

- **We conduct ourselves professionally at all times**
- *We demand honesty and trust from all people that work with us*
- **We listen**
- *We respect and value all individuals*

One Team

- **We empower our staff**
- *We are one team committed to going the extra mile*
- **We are accountable for our actions**
- *We have fun and enjoy being at work*

Delivery

- **We are passionate about delivering excellent quality & service**
- *We are innovative and bold*
- **We deliver through working together**
- *We build resilience and overcome challenges*



Teaching and Learning

This strategic plan demonstrates how the RNN Group will meet the needs of its local communities, employers and stakeholders as well as providing excellent technical and professional education across the region, by 2025.

We are committed to overcoming barriers to social justice and a key strength of the Group is in developing the skills adults need to participate fully in their lives and communities.

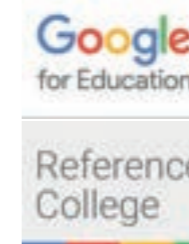


Having achieved 'Google Reference College' status in 2021 and being recognised as a leading education provider in the use of innovative learning technologies, the Group will continue to partner with global technology firms Google Education and C-Learning so that our staff are using the latest leading technologies from Google to aid teaching.

A strategic mapping of our curriculum offer clearly identifies the breadth and specialism, by site, of our curriculum offer. We will meet the needs of our local communities, employers and stakeholders by providing excellent teaching and learning opportunities with a strong focus on skills development and progression opportunities. Entry to Level 3 provision will be prominent at each of our college sites with specialisms at Level 4 and above where appropriate.

The identification of new courses, aligned to the Local Enterprise Partnerships (LEP's) priorities and local/regional need, with strong visible employer relationships and updated facilities on our campuses (including University Centre Rotherham), will strengthen the colleges of the RNN Group in the minds of:

- Adult learners
- Higher Education learners
- Apprenticeship/Higher-Level apprenticeship learners
- School leavers
- Learners who have High Needs
- Parents
- Employers
- Key economic stakeholders



The development of T Levels and the implementation of Adult Level 3 and employer responsive programmes are a key focus for the Group over the period of this plan.





Working with Employers and Stakeholders

We value our partnerships with local industry and we will work with employers to find, develop and grow the workforce needed for their futures.

We will deliver training, apprenticeships and recruitment solutions to help local employers, in turn, to deliver high quality products and services with increased productivity and market impact.

The RNN Group will continue to work closely with Local Enterprise Partnerships (LEPs), organisations representing the business community, such as Rotherham Pioneers and the North Notts Business Improvement District (BID), Local Authorities and national government to identify solutions to meet economic needs.

The creation of Employer Academies is the result of our investment towards consistently improving skills and job opportunities for learners and employers.

By further involving employers in the design and delivery of our curriculum, we are aligning our strategy to employer needs by ensuring our learners develop the critical skills that are in high demand for the economy and sector specific skills for success, enabling them to achieve long term career aims.

We will ensure all curriculum areas have an Employer Academy by the end of this plan. We will support local skills investment through the National Fluid Power Centre (NFPC), by delivering training and upskilling in systems engineering. We will measure more closely, and act upon, employer feedback and satisfaction surveys.



Full-Time Learners

Aged 16-18

Learners studying at our Colleges are able to take advantage of the excellent digital technology provided by the Group in partnership with Google Education.

Exciting programmes have been designed and developed in partnership with employers in areas such as Engineering, Construction, Art and Design, Health, Sport and Digital Technologies, in line with regional priorities.



Teaching

Teaching will be exciting, active, inspiring and learner centric, with teachers making the best use of the learning technologies available. Learners will develop extensive work and life skills as well as those required as part of their programme of study.

Employability

Those with low attainment in English and maths will have the opportunity to make significant progress, well above national averages. Learners can achieve high grades and will have an array of opportunities presented to them to experience and prepare them for the world of work making them highly employable.

Opportunities

There are many opportunities for our learners to progress to higher-level study, Higher Apprenticeships, Higher Education programmes, or relevant work. In addition to providing welcoming and inclusive provision, satisfaction with College will be well above average for the sector.

Benefits

Learners will benefit from a responsive curriculum that challenges them. Our learners will benefit from personal development activities appropriate to their level of maturity and relevant to their emotional and physical development. Our learners will understand how to present themselves professionally, socially and to keep themselves safe.

Our stakeholders and partners will recognise the RNN Group as a leading Education and Training provider that meets the needs of young people and supports their economic, social and personal development. Our learners will influence changes to the curriculum so that programmes equip them with the knowledge, skills and behaviours to achieve their intended progression.

Full-Time Learners

Planned Strategic Outputs

By the end of this plan we will have delivered the following strategic outputs for 16-18 learners:

Learner Engagement

- We will be engaging over 3200 learners aged 16-18 each academic year.

Outcomes for Learners

- Achievement rates for 16-18 learners will be 88% or higher.
- At least 34% of learners taking GCSE Mathematics and/or English will achieve a grade 4-9.

Stakeholder Satisfaction

- Learner participation and engagement in evaluating the quality of education will be very high. At least 95% of learners will be highly satisfied with the actions taken by leaders and staff to make improvements.
- Learner satisfaction will be above average when compared to other Further Education Colleges with clear actions to improve developed from the feedback.

Distance Travelled by Learners

- Learner progress based on prior attainment and qualification type will be above average when compared to other Further Education colleges in the DfE performance tables.

Learner Destinations

- At least 95% of completing learners will go on to a positive destination when they complete their programme of study.
- At least 90% of learners will go on to appropriate, high-quality destinations that are aligned to their personal aspirations of learning, employment and independence.
- Learner progression to Level 4 or higher, based on the percentage of Level 3 students that continue to degrees, higher technical courses and higher apprenticeships, will be above average when compared to other Further Education colleges in the DfE performance tables.



Apprentices

With our employer partners we are developing and introducing new standards-based programmes in priority sectors including engineering, construction, health, care, sport and leisure and business management.

We effectively use labour market intelligence to identify gaps in the market and design new apprenticeship standards and degree level apprenticeships in partnership with employers, Higher Education institutions and industry representative bodies, creating real opportunities for social mobility.

We intend to be recognised as an accredited End Point Assessment Centre (EPA) for apprenticeship standards-based programmes. Employers will continue to play a significant role in our apprenticeship provision where there will be high levels of progression with many apprentices progressing to higher and degree level apprenticeships.

Our apprentices will work in an environment which supports them to understand how to best conduct themselves professionally, socially and understand how to keep themselves safe. An environment where they enjoy their training benefiting from teaching which is active, exciting and inspiring. Teaching will focus on their individual needs, make best use of learning technologies and help them to identify and bridge knowledge gaps.



Our apprentices will thrive in their careers, help improve workplace productivity, contribute positively to the regional economy and help to narrow the skills gaps.

We will ensure that apprentices, and their employer, will receive excellent support in a timely manner.





Apprentices

Planned Strategic Outputs

Apprenticeship Engagement

- We will be engaging over 3000 young people and adults through apprenticeships by the end of the plan.
- The number following higher-level apprenticeships will be over 100.

Outcomes for Apprenticeships

- Our achievement rates will be above national rates at all levels.
- Our overall achievement rates for apprenticeships will be 75% or higher.
- Our timely achievement rates for apprenticeships will be 70% or higher.

Stakeholder Satisfaction

- Apprentices' satisfaction rates will be above national average in comparison with other Further Education Colleges.
- Overall satisfaction will be high evidenced by a rating of 95% or above from surveys conducted with clear actions to improve developed from the feedback.
- Employer satisfaction with our apprenticeship programmes will be high, evidenced by a rating of 95% or higher in the independent FE choices survey.
- Apprentice participation and engagement in evaluating the quality of education will be very high. At least 95% of apprentices will be highly satisfied with the actions taken by leaders and staff to make improvements.

Adult Learners

Our adult programmes can be categorised into three strands;

Strand 1

Professional and Technical updating programmes for adults.

Programmes that will help adults develop skills for progression in their careers or for entry into higher education.

Strand 2

Essential Skills programmes for adults.

Programmes aimed at developing essential skills for adults, many of whom are economically inactive, unemployed, disadvantaged or socially marginalised.

Strand 3

Young adults completing full-time programmes.

Provision for learners, usually between 19 and 21 years of age, who complete their full-time technical or vocational qualification alongside full-time learners aged 16-18. Where appropriate we will introduce a fast-track process which will enable these learners to move more quickly through Level 1 and 2 programmes.

RNN Group is recognised for the valuable contribution we make in transforming the lives of adults in the region.

Our adult provision is carefully planned and developed in partnership with the Local Authorities and local stakeholders. An extensive network of college and community based practical life skills programmes will support at risk and vulnerable adults. We want to support an increasing number of adults to engage in this provision, improving their essential and employability skills, gaining valuable qualifications such as maths and English. We anticipate a growing number of these adults will progress quickly into apprenticeships or other employment. Teaching on our adult education programmes will be active, exciting and inspiring, focusing on the needs of individual learners. Our teachers will make the best use of the latest available learning technologies and our provision will be welcoming and inclusive with a curriculum that is ambitious and challenges them.

Adult Learners Planned Strategic Outputs

Learner Engagement

- At least 2,100 adults will be completing professional and technical updating programmes.
- At least 4,300 adults will complete essential skills qualifications. 100% of our core adult funding will be spent.

Outcomes for Adults

- Our achievement rates will be above national rates at all levels.
- Our overall achievement rates for adults will be 92% or higher (increase from the 89% in 2020).
- 60% of adults taking GCSE maths and English will achieve a grade 4-9. (60% maths and 60% English, improving English by 11%).

Stakeholder Satisfaction

- Learner satisfaction rates will be above national average in comparison with other Further Education Colleges.
- Learner participation and engagement in evaluating the quality of education will be very high. At least 95% of adult learners will be highly satisfied with the actions taken by leaders and staff to make improvements.

Learner Destinations

- At least 95% of completing learners will go on to a positive destination when they complete their programme of study.
- At least 95% of learners will go on to appropriate, high-quality destinations that are aligned to their personal aspirations of learning, employment and independence.
- Learner progression to Level 4 or higher, based on the percentage of Level 3 students that continue to degrees, higher technical courses and higher apprenticeships, will be above average when compared to other Further Education colleges in the DfE performance tables.
- At least 40% of previously unemployed adults will have found employment following the completion of the programme of study.



**UNIVERSITY CENTRE
ROTHERHAM**

Higher Education

University Centre Rotherham (UCR) is dedicated to offering degrees and professional training qualifications, providing a state-of-the-art teaching facility in the heart of Rotherham.

University Centre Rotherham (UCR) opened its doors to students in September 2018 providing access to courses from Level 4 to Level 7 in a wide range of subjects such as Engineering, Health and Social Care, Business, Computing, Performance, Media, Graphic Design, Education and many more.

In September 2022 we will be delivering Higher Level Skills at the new 'Bridge Skills HUB' in Worksop, where we will be offering programmes in Health, Management & Leadership, Digital, Higher Education and skills provision is also delivered at other College sites at Dearne Valley, North Notts and Retford Post-16 Centre. In year achievement rates and progression into employment or further study are consistently high for Higher Education students. The investment in UCR represents the Group's commitment to delivering Higher Education and upskilling the local population.

RNN Group is a high quality local HE provider within the region, offering accessible and flexible Higher Education provision, in line with local social and economic needs.

Some of our Higher Education learners have progressed from our Level 3 provision, into Higher Education and higher-level skills, whilst some are part-time learners who are already in employment, using their HE qualification to enhance their career prospects.

Our provision will support more adults following part-time programmes, enabling them to move into higher/degree level apprenticeships. Inspiring teaching focussing on individual and employer needs helps to ensure learners enjoy their studies, achieve well and are fully equipped to progress into the employment market.

Our teachers will make the best use of the latest available learning technologies and industry experience, designing programmes in collaboration with local and regional employers. Teaching and learning will continue to be of the highest calibre, maintain the high standards, be flexible to learners needs and welcoming and inclusive.

Higher Education Planned Strategic Outputs

Learner Engagement

- We will be engaging over 650 learners in higher level programmes each year.

Outcomes for Learners

- Our achievement rates for Higher Education programmes will be at least 92%.
- Our overall achievement rates for classroom based programmes at Level 4 and above will be at least 88%.


Stakeholder Satisfaction

- We measure learner satisfaction rates and expect these to be above national average in comparison with other Higher Education providers.
- Overall satisfaction is evidenced by national benchmarks, using NSS data, as well a range of internal student surveys at key points in the academic year.

Learner Destinations

- Based on DLHE data, at least 75% of completing learners will go on to highly skilled employment, on completion of their programme or a positive destination when they complete their programme of study.





Learners who have High Needs

We will provide a curriculum that offers excellent transition to further programmes of study and Higher Education and employment.

High quality on programme welfare, mentoring and counselling support will be provided as well as appropriate specialist support and personal care as required. Learners will have individualised targets and learning that feed into their EHCP outcomes, where appropriate.

RNN Group Colleges work in partnership with Local Authorities to develop a relevant and meaningful curriculum offer.

We will use the local offer and funding effectively to support learners to overcome barriers to learning and to make progress such as, high quality physical resources, online Google classrooms, assistive technology and total communication methods.

We will continue to successfully develop and implement learning support strategies to meet learners' individual needs. Specialist communication, personal emergency evacuation plans and health and behaviour strategies will be planned well and staff will use them effectively in classrooms and activities to promote equality. Our learners will be able to take advantage of the excellent wrap around student-centred support and the high-quality education provided within the Colleges, supporting them to overcome social, educational and behavioural barriers throughout their journey providing greater independence.

Many of our High Needs students (HNS) will progress to higher levels of study and employment. The curriculum will be ambitious in supporting them to acquire the practical skills and independence they need for successful adult lives. We will work effectively together and with employers to enhance the delivery of the supported internship curriculum. We will ensure learners' placements are tailored to individual needs, personal aspirations and work opportunities.

We will ensure learners receive a social-action and project-based curriculum that develops learners' practical skills well. Learners who have high needs will develop good communication, problem solving and teamwork skills. They will learn through experiential activities and will actively participate in work-related activities and in the local community.

Learners will develop their understanding of keeping themselves physically healthy and active through personal development activities relevant to their emotional and physical development.

Outcomes

for Learners who have High Needs

Achievement

- **Achievement rates, on accredited programmes, for learners who have high needs will be 90% or higher.**
- Achievement of personal targets will be 90% or higher.
- **There will be no significant outcomes gaps between groups of learners and learners who have high needs.**
- At least 90% of learners on supported internship programmes will progress in to appropriate work-related activity or employment.



Stakeholder Satisfaction

- **At least 95% of learners/families will be highly satisfied with the actions taken by leaders and staff to make improvements.**



Our Facilities and Resources

In partnership with employers, Local Authorities, LEPs and our stakeholders we will provide high quality industry standard resources and equipment for skills training in the priority areas identified by the LEPs, including construction, engineering and digital technologies.

We have reviewed our Group accommodation and identified opportunities to release capital/land in order to strengthen the Group's ability to invest in facilities that meets the needs of learners, local communities and employers.

We will continue to review our rented accommodation to ensure that resources meet our students needs and provide excellent learning environments. Across curriculum areas we continue to update our subject specific technological resources.

We are committed to developing our information communication technologies infrastructure. We will prioritise information technology that supports the development of new curriculum such as digital technology, electric vehicle technology, advanced building technologies and games animation. We will offer part-time evening and weekend provision to create a more inclusive curriculum and deliver a more flexible offer, making use of our excellent facilities.

Investment in our estate has ensured that we have the resources to deliver higher level professional and technical provision that meets the needs of the economy, and we have made good use of Capital funding for Colleges to support this. We will continue to review the equality of access for staff and students and where possible, we will work towards creating vibrant and inclusive spaces accessible for all.

We pay careful attention to cost reductions through improved efficiency and effective delivery of programmes, business services and appropriate commercial activity.

Our Staff

Our greatest strength is our staff.

Teaching and training is at the heart of everything we do, and the quality team provide support and opportunity to develop outstanding practice.

Staff development programmes will continue to focus on teachers' professional practice, skills and strategies required to achieve the highest outcomes for all learners.

All members of staff will have meaningful Continuing Professional Development opportunities.

All staff will have the opportunity to undertake a programme of industrial updating and we upskill and re skill our existing staff, where appropriate, to increase our capacity in delivering higher and degree level apprenticeships.

We will support our staff to develop the skills to make the best use of learning technologies, particularly through the use of Google classroom.

We will attract and recruit industry specialists to deliver technical and professional programmes, through the introduction of innovative and flexible approaches to engage industry experts.

We will review the rates of pay for staff and where our finances allow, ensure we are in line with regional norms.

We will endeavour to make pay awards in line with the Association of Colleges national recommendations.

We are a diverse organisation having recently received the Investors in Diversity award and we continue to strive further, supporting all our staff and students.

Our annual staff conferences will enable all staff to come together in various activities to support the achievement of our strategic plan.

The RNN Group values the work and commitment of all its staff and the contribution they make to the success of our learners.



We place a strong emphasis on leadership, management and succession planning and will continue to deliver our structured leadership programmes to further develop the skills of our staff.

Governance

The RNN Group Governing Body ensures that our provision is at the heart of the communities we serve and our Colleges are considered to be anchor institutions.

Our ambition is that all aspects of activity, including leadership and management, are judged to be good or better.

We have a robust and effective governance framework in place, and regularly review governor skills sets, developing a strong, professional team of governors who welcome new ideas and actively discuss all perspectives.

All governors have access to training and support during their terms of office, chairpersons are appraised and supported in their role, and the Group proactively plan for retirement and recruitment as required. Governors have regular opportunities to engage in college life, including meeting staff and students, so that an independent view of college activities and performance can be obtained. Governors are provided with, and have access to, accurate, timely and accessible information on all aspects of the Group's performance.

- *We will create a Strategic Plan and set direction, including setting the educational character, mission, vision, values and ethos for the Group.*
- We will ensure that the colleges meet local need and that the Group is considered to be a strategic partner working collectively with key organisations to fulfil the skills needs of the area.
- *We will ensure that there is a broad range of skills and experience on the board, and will proactively succession plan to ensure that there are no skills gaps.*
- We will be cognisant of changes in the locality and the sector to ensure the college can adapt as required.
- *We will actively seek to foster and implement a transparent culture within the group and with external partners/stakeholders.*
- We will embrace and adopt the very best governance practices.



Safeguarding and British Values

We maintain our current effective arrangements to ensure we fully meet our statutory responsibilities.

We will continue to promote positive and harmonious relations within our communities and will engage positively with local and regional initiatives such as the Prevent agenda.

Through staff development we ensure that all staff are confident in promoting equality and diversity and British Values, ensuring that British Values are embedded into the culture of the Colleges.

We will enhance our e-learning platforms to continue to provide support for our learners and further training on keeping themselves safe.

**The RNN Group
is very proud to
be an inclusive
organisation.**

We actively work to advance Equality and Diversity and eliminate any form of discrimination in line with our Group organisation's culture, policies and procedures.

Corporate and Social Responsibility

Meeting the needs of our local communities and supporting people to achieve their dreams is at the heart of the Group strategy.

The Group supports the Local Authorities' social responsibility policies which articulates the values and aspirations we hold.

We recognise that public funds are intended to be used locally hence, we commit to providing education and training to support the skills needs of local people.

We will continue to be an active member of key groups that support economic generation such as the North Notts Business Improvement District (BID) Board, RMBC Chief Executive Officer Group, Rotherham Pioneers and Rotherham Business Growth Board.

We will continue to work in partnership with local schools, including specialist schools for students with learning difficulties and disabilities and we will expand the number and range of employability programmes aimed at those not in work or economically inactive.

We continue to develop our Adult Education and community learning programmes. We ensure that the facilities we develop at the RNN Group are accessible to our local communities.

We will continue with partnership and sponsorship of community organisations such as Wellbeck Manor, Rotherham United Community Sports Trust and Manvers Lake Trust. In partnership with staff and students within the Group we annually fundraise for a local charity.



Building a Sustainable Future

As a Group we plan to deliver an Environmental Management System, with a focus on the development, delivery and monitoring of a number of sustainability projects focused on environmental management, energy reduction, active travel, student and staff engagement.

We will deliver skills for green jobs, educate students about how to build a sustainable future, and developing net zero and biodiverse campuses. This will require us to communicate and embed sustainable behaviours through the Group and with our partners.

We will work with our stakeholders to develop further a strategy for sustainability and carbon reduction. Our newly appointed Environment and Sustainability Officer will assess the Group's current position and will set ambitious targets for reducing our carbon footprint and improving our environmental sustainability. This will include working with staff and students on recycling and reducing the use of plastic used by the Group. We will produce an annual sustainability report.

We will ensure that all new building projects are carbon efficient and will work closely with designers and contractors to establish this. We are committed to minimising our environmental impact by promoting and embedding sustainable development in all aspects of the Group's activities. Where possible we will use locally sourced labour and materials in our day to day operations and capital development. Through our positive impact on educational attainment within our local communities we will contribute to both the economic and social sustainability of those communities.

We are committed to the compact agreement with the voluntary sector and in working with local suppliers, we will seek to settle invoices promptly. We will act transparently and openly at all times and will provide stakeholders with accurate and timely data on the Group's performance.



Financial Integrity

It is essential that we improve the RNN Group's financial position moving forward so that we can continue to invest in the future of the Group and deliver our mission.

We measure the Group's financial strength through the ESFA financial health criteria as a way of measuring operating performance, EBITDA, level of borrowing and the level of liquidity/cash.

We undertake a range of actions to further improve our financial strength over the course of this strategic plan, maintaining cash days at or above 30 days and ensuring our pay to turnover ratio is at 65% or below.

- We will work towards directly delivering our adult education allocation in full, reducing our reliance on subcontracted provision.
- We will continue to work in partnership with the Sheffield City Region, D2N2 and other bodies to raise capital for future projects.
- We will continue to maintain robust financial controls to ensure Group costs are managed and value for money is achieved, through a number of financial control models.
- Cost will be continually reviewed to improve operational efficiencies and we will review delivery models and staff utilisation to manage class sizes and aim to maintain payroll costs below 65% of income.



Innovation and Skills Development

Through development of the curriculum and improving the quality of Teaching, Learning and Assessment we have worked hard to improve our position and the reputation of the Group in terms of delivering high quality education.

We will grow the number of 16-18 year olds in line with demographic projections and will grow the number of 16-18 learners to 3,200 by the end of this plan.

We will deliver higher-level apprenticeships in order to maximise opportunities from the Employer Levy.

New curriculum development activities will include the development and marketing of new Land-based provision at Dearne Valley College.

We have invested in our North Notts Campus in Electrical and Plumbing.

We will continue to invest in Rotherham Campus in Construction, SEND and Health.

We will enhance the offer at NFPC establishing further opportunities to develop higher level skills training across the D2N2 region and beyond, working in partnership with higher-level skills providers in the region.

We will maximise the take up of Adult Learning Loans in an effort to upskill people in our communities, working closely with the Local Authorities, Sheffield City Region and D2N2.



We will increase the funds available to recruit more technical teaching roles to align with curriculum priorities and learner and employer needs, improving the quality of our provision and demand for this.

Strategic Risks

In creating this strategic plan, we have identified the key challenges and risks that will prevent RNN Group achieving the outcomes detailed within. All risks are reviewed regular to support the achievement of this plan.

The key strategic risks top that will potentially impact on us are:

1. Under-recruitment against 14-19, Higher Education, Apprenticeships, Adult Education and commercial income targets.
2. Failure to exercise adequate cost control through business planning & budgets and the inability to achieve cost savings in year where provision has reduced.
3. Over-sized estate leading to higher than necessary costs and limited capacity for reinvestment.
4. Cash reserves becoming critically low.
5. Failure to make sufficient progress by OFSTED visit.
6. Failure to improve Teaching, Learning & Assessment particularly in Blended Delivery and Digital Strategy.
7. Failure to improve Education & Training and Apprenticeship achievement rates.
8. Inability to recruit and retain appropriately skilled/qualified staff.
9. IT investment/utilisation and system harmonisation begins to fall behind need, leading to poorer experiences and inefficiency.
10. Projects fail to deliver as expected.



STRATEGIC

PLAN

2022-2025