



Herefordshire,
Ludlow & North
Shropshire College

STRATEGIC PLAN

2021-2026

Established in 1949, Herefordshire, Ludlow and North Shropshire College is a high performing further education college with six distinctive campuses situated across Herefordshire and Shropshire.



HEREFORD



HOLME LACY



LUDLOW



OSWESTRY



WALFORD



THE GATEWAY

The Hereford and Oswestry campuses provide a wide range of academic, vocational and university level courses. Holme Lacy and Walford campuses are specialist land-based colleges and associated commercial farms. Ludlow College is a sixth form college that focuses on its A Level programmes. County Training, an apprenticeship training provider based primarily in Shropshire, is also part of the College. Adult and Community learning programmes are provided in Hereford, Oswestry and at a specialist centre, The Gateway, in Shrewsbury.



The College serves ca. 2,500 full-time and 6000 part-time learners (including those on university level courses) and ca. 750 apprentices per annum.

University level programmes are delivered through the Hereford University Centre, a joint initiative with the University of Worcester, the College's principal university partner.

The majority of the full-time students, ca 2,100, are aged 16 to 18. Student retention and pass rates are consistently high. The majority of learners progress into further/higher education or employment on completion of their studies.

The former Herefordshire and Ludlow College had, since 2006, been graded 'good' by Ofsted. Due to the November 2018 merger with North Shropshire College, the College technically is no longer graded. However it anticipates a further 'good' grade at the next full inspection.

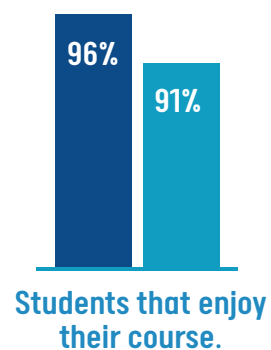
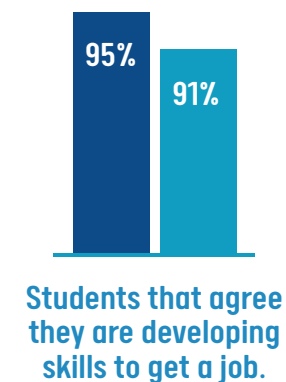
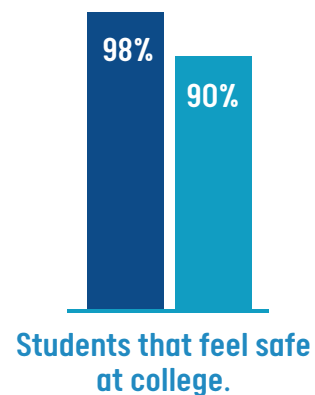
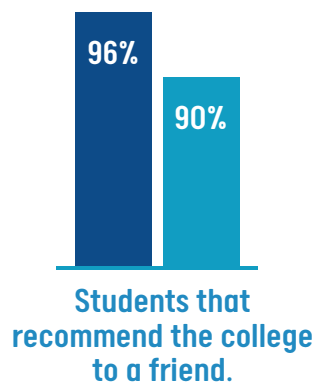
Higher education was reviewed by the Quality Assurance Agency in February 2014 and several areas of good practice were identified, including: the effectiveness of the extensive embedded academic and pastoral support systems; effective preparation of students for higher level study; and the

design of programmes which enables students to acquire additional vocationally relevant accreditations.

The College has a talented and well-qualified staff of ca 680, some 400 FTE, making it one of the largest employers in Herefordshire and Shropshire. It owes its ongoing success to staff commitment, professionalism and a strong desire to serve students so they can achieve their very best.

From our Student Survey:

● HLNSC ● National benchmark



96%
of our students have progressed on to further education, apprenticeships or employment.

97%
agree they received good support from their teacher.

*Data from our Student Voice 2021/2022.

Our mission

To realise potential and support success.

Our vision

We support students, communities and businesses to fully realise their potential by delivering high quality academic, technical, professional and community learning.

We take pride in our legacy: successful students who are skilled, knowledgeable, enterprising, professional and resilient.



From one of our students:



EVELINA SODAITYTE

AAT PROFESSIONAL DIPLOMA IN ACCOUNTING

“When I started working at Taylor Lane Timber Frame I had no previous experience of accounting, and as a result of this, my employer offered to enrol me onto an AAT apprenticeship to gain the necessary knowledge and skills to progress in my role. I was more than happy with this suggestion, as I liked the idea of studying towards a qualification while working.

I chose to study at Herefordshire & Ludlow College because a few of my colleagues recommended it. The course is structured very well, a variety of study resources are used, and a reasonable amount of time is given to prepare for exams.

The College also has great AAT tutors who are knowledgeable, approachable and supportive.

I would definitely recommend the AAT course for those who are thinking of starting a career in Finance and Accounting, as this qualification is widely recognised, gives you a good overall knowledge of accounting, and helps you develop a skill set that many employers are after.

The College itself is a great place to study - with the course tutors, apprenticeship coordinator and other staff I have dealt with being really helpful.”

Our values and behaviours:

Care

We care about each other and fully support our students, staff and the wider community.

We care about our students' futures and will support them to continue to be successful in later life.

We value and nurture independence and resilience.

We maintain a safe environment in which students can thrive.

We will foster a culture of openness that supports students, staff and others to report their concerns.

Commitment

We are committed to providing the very best teaching, learning and wider College experience.

We are committed to providing the widest curriculum choice for each of the rural communities we serve.

We are committed to supporting employers and the local economy.

We are committed to our campuses so that they continue to be highly valued community resources.

We expect our students and staff to be committed to their work and studies.

Integrity

We value and promote professionalism, dedication and communicate clearly and with honesty.

We are reflective and learn from our successes and failures.

We support our students to understand the importance of these qualities, both now and into the future.

Equity

We are committed to a college that is fair and inclusive in all aspects of its work.

We remain respectful and courteous at all times.

We focus on improving issues of diversity, inclusion and equality within our college and wider communities.

Ambition

We encourage and support our students, staff and wider communities to be ambitious and strive to fulfil their potential.

We take pride in our achievements and celebrate success.

Partnership

We work in partnership with our students, employers and our communities to achieve the best outcomes.

We work collaboratively with other organisations to maximise resources for the greater good.

Sustainability

We manage our resources responsibly and efficiently, ensuring that we maximise the benefit for students and wider communities.

We provide value for money by demonstrating prudence and financial restraint.

We consider the future when investing to secure continued benefits to the communities we serve.

We are careful to minimise our impact on the environment and will take every opportunity to promote sustainable ways of working.

Our strategic commitments:

1. We will ensure that teaching and learning is of the highest quality, leading to excellent student outcomes and positive destinations.

We will teach in a way that inspires and enables our students to achieve their full potential.

We will deliver a sequenced curriculum which delivers the knowledge, skills and behaviours identified by employers.

We will support all students to further develop their

literacy, numeracy and digital skills.

We will create a clear line of sight from the classroom to career, ensuring students understand what is required to be successful.

We will provide appropriate additional support for those in need.

We will listen to the views of our students, discussing and responding to their concerns.

We will celebrate students' successes, using them to encourage others to do the same.

2. We will ensure that Herefordshire, Ludlow and North Shropshire College is an excellent and inclusive employer.

We will support staff to improve their health and wellbeing.

We will involve staff in the creation of strategic and operational plans, policies and procedures, by engaging in meaningful dialogue and taking account of their views.

We will be mindful of the impact on staff workload when creating or amending

policies or procedures.

We will maintain a positive culture where staff are trusted to be responsible and are held accountable for their work.

We will enhance the performance of staff through meaningful support, training and development.

We will support those who wish to advance their career in the College by providing appropriate development opportunities.

We will encourage all staff equally to achieve their potential.

We will ensure that the workplace is professional and that interactions between staff at all levels of the organisation are honest, courteous and respectful.

3. We will continue to invest in the College estate and infrastructure, developing and maintaining high quality, efficient, sustainable and ethically sound resources for our students.

We will further develop the College's estates strategy, taking account of the varying needs at each of our sites.

We will rationalise space where appropriate to maximise efficiency and reduce our environmental

impact.

We will continue to seek external sources of funding to undertake capital development works.

We will maintain, improve and renew existing parts of the estate.

We will develop a digital strategy to guide future investment in the digital infrastructure.

We will employ digital technologies to minimise inter-campus travel.

We will monitor and reduce the impact of our activities on the environment.

4. We will ensure that the provision fully supports the needs of our students and local economies.

We will ensure that students have access to the training they need locally by continuing to offer a broad range of vocational and academic training opportunities in each of the areas we serve.

We will develop a curriculum strategy that aligns with the needs of employers in each of the communities we serve.

We will work in partnership with other providers to ensure that our offer aligns with theirs to meet the needs of students and employers.

We will work alongside other stakeholders to improve the socioeconomic landscape by up-skilling the community and increasing productivity.

5. We will ensure that the College remains financially viable and continues to operate effectively for the benefit of the communities we serve.

We will maintain and improve the financial health and resilience of the College.

We will maintain financially self-sufficient campuses that each generate an operating surplus.

We will develop plans for targeted growth in further education, adult education, higher education and

apprenticeships.

We will consider alternative opportunities for growth and diversification.

We will bid for project and grant funding opportunities where they support the College's strategic aims.

We will ensure that we can demonstrate value for money in all that we do.

We will work in partnership where it is mutually beneficial and financially prudent to do so.



Business students 1959

Herefordshire responded to the challenge laid down by industry shortly after the war. The Hereford College of Further Education (HCFE) opened its Newtown Road building to students in September 1950.

Blacksmithing & Farriery

Herefordshire and Ludlow College has a long-standing reputation for training blacksmiths and farriers. The Holme Lacy campus is home to the National School of Blacksmithing, a world leading centre for the craft.

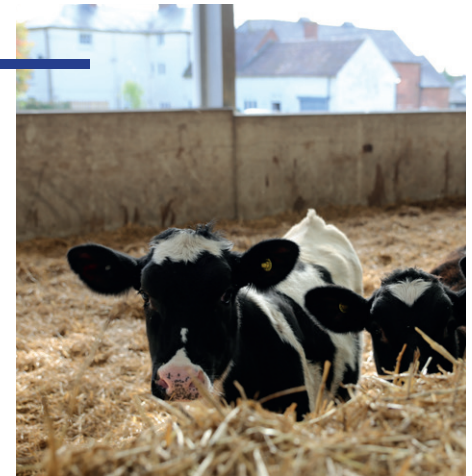


Ludlow College Results

Ludlow College was ranked 10th nationally of 290 providers for A Level achievement in the last externally examined year, 2019.

Walford Farm

Our farm developments have been highlighted as examples of best practice by specialists in the industry. Our equine resource is utilised by the local community and after a recent inspection has been approved to run as an examination centre for the British Horse Society.



From one of our students:



ALISHA ROBINSON

CHILDCARE

“The course was absolutely amazing, and the tutors couldn’t have been more helpful.

I really struggled in my last year with motivation, however, my tutor supported me through this and helped me achieve my goal of finishing my work.

The experience I had at the College, with the class I was in and the tutors I had made it fun and really enjoyable.

I received support from the Student Services within the college as I was going through a challenging time during my studies. They provided constant support to me when I needed it.

I have now gone on to study Primary Education at Chester University. At the end of the degree, I hope to be employed as a primary school teacher.”

Strategic Plan

2021-2026



Herefordshire,
Ludlow & North
Shropshire College