

Strategic Plan

2016-17

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Grimsby Institute Group

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Overall Aim: To be 'Outstanding' by the 2016-17 Self-Assessment Report (SAR)

Purple Group Measures
Blue C&E Measures

'The Four Big Things' Strategic Measures for 2016/17

| LEARNER SUCCESS | CULTURE | FINANCIAL SECURITY | BRAND AND REPUTATION |
|--|--|--|--|
| 1. Outstanding Learner Success is our number one priority | 2. To develop a high performing organisational culture which embraces accountability and ownership | 3. To ensure the Group is financially strong and able to invest in enhancing the Group infrastructure and student resources | 4. To ensure the offer meets the needs of the local and regional economy |
| MEASURES | MEASURES | MEASURES | MEASURES |
| 1.1 Success rates for the Group are in the top 20% of all colleges nationally (Modal overlap with apprenticeship provision) | 2.1 100% of staff will have an annual CPD plan as part of their Performance Development Reviews (PDRs) which is completed within the 3 month timeframe | 3.1 Create the financial reporting processes and systems to monitor and control the component parts of the Group, ie: release of management reports less than 7 days; online document enquiries | 4.1 Create a Group model of governance and management which recognises the local context and provides opportunities for autonomy and growth |
| | 2.2 The annual Staff Survey will show the higher of 80% overall satisfaction or a 5% increase in satisfaction over the previous year | 3.2 To produce a 5 year plan that has an operating cash surplus (EBITDA) of >10% as a % of income Year 1 (16/17) has a target of =>8% [Note: =>8% of income is considered by SFA to indicate outstanding financial health] | 4.2 Key stakeholder groups and professional associations are identified and strategic-level representation ensures involvement in regional socio-economic dialogue |
| | | 3.3 Ensure staffing to income ratio (excl. subcontracting and capital grant releases) for the Group of less than 64% | 4.3 The use of LMI data, horizon scanning and the co-creation of programmes by employers ensures programmes and activities are responsive to economic needs |
| | | 3.1 Grow core funding or learner numbers through increased market share of 16-18 year olds, income for apprenticeships and HE loans | 4.4 The creation of a stakeholder management plan ensures our voice is heard and we influence social and economic development |
| | | 3.2 Develop a strategy to diversify income to reduce reliance on Government funds | 4.5 Review and develop, where required, relevant brand identities for the Group and its component parts, ensuring an effective 'house of brands' is created |
| 1.2 Develop a company specific Quality Assessment Framework covering all elements of delivery and in accordance with industry standards and accreditations related to the primary sectors. | 2.3 Develop a strategy to gather staff feedback identify areas for improvement, measure progress and communicate actions (in line with Times Top 100 requirements) | 3.3 Deliver a 20% margin on international and commercial activities; generate a 15% contribution on project funded activities – 2016/17, and a 10% net margin for Workforce Skills | 4.6 To establish GIG as a destination of choice for the provision of commercial training both local, nationally and internationally |
| 1.3 Establish training pathways with other GIG organisations to ensure progression for young people and adults. | 2.4 Develop a CPD strategy for staff than supports multi-sector knowledge and awareness. | 3.4 Diversify income stream by growing international by £300k+, commercial by 20% (particularly through national tenders) and project income to be at least £2m for 2016/17 | 4.7 To establish Modal as the recognised UK Simulator Centre of Excellence |
| 1.4 Develop a user satisfaction survey with a completion rate that exceeds 85% | 2.5 Develop a company specific Induction Programme for new staff, consultants and visitors. | 3.9 Develop a set of financial regulations that meet the specific demands of Modal that meets the approval of the Group. | 4.8 To establish a responsive course offer that meets the needs of industry and is informed via an employer network and reflected in employer satisfaction surveys |
| | | 3.10 Achieve a revenue target for 2016/17 of £1,300k for Modal | 4.9 To achieve shortlisting for industry specific awards |
| | | 3.11 Develop and SLA with Workforce Skills Ltd for the cost effective provision of funded programmes requested from Industry. | |

The Governing Body of Grimsby Institute Group is committed to achieving an outstanding College. The Governing Body has approved the Strategic Plan for 2017-18; the Governing Body will actively monitor the implementation of this Strategic Plan using the agreed measures and evaluate its impact.