

# Nelson and Colne College Group

**Accountability Statement  
2023-2024**



# Overview.

Nelson and Colne College Group is a high performing, ambitious organisation. Expertly led by a strong leadership team, headed by Lisa O'Loughlin, the College's Staff, Governing Board and Leadership Team set and drive challenging targets. Through passion, creativity, rigour and diligence we deliver year on year improvement, growth and most importantly, highly successful students and Apprentices. In March 2022, the group was recognised as Outstanding by Ofsted, making it the only Further Education College in Lancashire to have achieved this status.

The success of our communities, employers, partners and economy sits at the heart of all we do. We have forged valuable partnerships and a shared vision with like-minded organisations, employers and individuals, creating a network of opportunity and excellence.

Our highly skilled staff are committed to raising and supporting aspirations, providing social mobility and an essential talent pool for the local, regional and national economy.

In 2013, the College became sponsor of the five academy Pendle Education Trust comprising of three primary schools and two secondary schools. The Trust is now delivering exceptional progress; our primary schools are in the top 2% in the country for writing and the top 3% for maths.

The College has expanded since 2016 to include Lancashire Adult Learning, delivering adult skills education across the Country to over 14,000 learners. In 2018, Accrington and Rossendale College also joined the Nelson and Colne College family.

## creating the extraordinary.

# Part One - Statement of Purpose

Nelson and Colne College Group aims to 'create the extraordinary' in all we do, and this ambition and drive has led the Group to be one of the highest achieving colleges in the country with a deserved track record and reputation for quality, innovation and excellence. Ofsted 'outstanding' since 2005, our latest inspection in 2022 confirmed us as the only 'outstanding' Further Education college in Lancashire.

Working closely with employers, partners and stakeholders, we develop and deliver a high quality and innovative curriculum focused on delivering against the skill priorities identified at national level and in the Lancashire Skills and Improvement Plan (LSIP) - to meet the needs and ambitions of the learners, communities and businesses we serve.

Nelson and Colne College Group (NCCG) has a turnover of £33.5 million, was formed by merger in 2018 and includes:

- Nelson and Colne College
- Accrington and Rossendale College
- Lancashire Adult Learning (LAL)

Nelson and Colne College has a national reputation for educational success and is seen within the sector as a beacon of excellence for teaching and learning. Accrington and Rossendale College is a hub for technical and professional skills delivery. With a recent £4 million investment in our campus at Accrington, we offer a relevant, impactful, and high-quality curriculum that responds to individual, regional and national needs. Lancashire Adult Learning (LAL) is the third largest adult community learning provider in the country – providing exceptional learning opportunities throughout the whole of Lancashire.



## **Our Values**

### **Values**

**We get off our backsides**

**We push with love**

**We own it!**

**We never stop at 'good enough'**

**We exist to create the extraordinary**

### **Strategic Curriculum Intent**

**'Big Fat' Maths and English College**

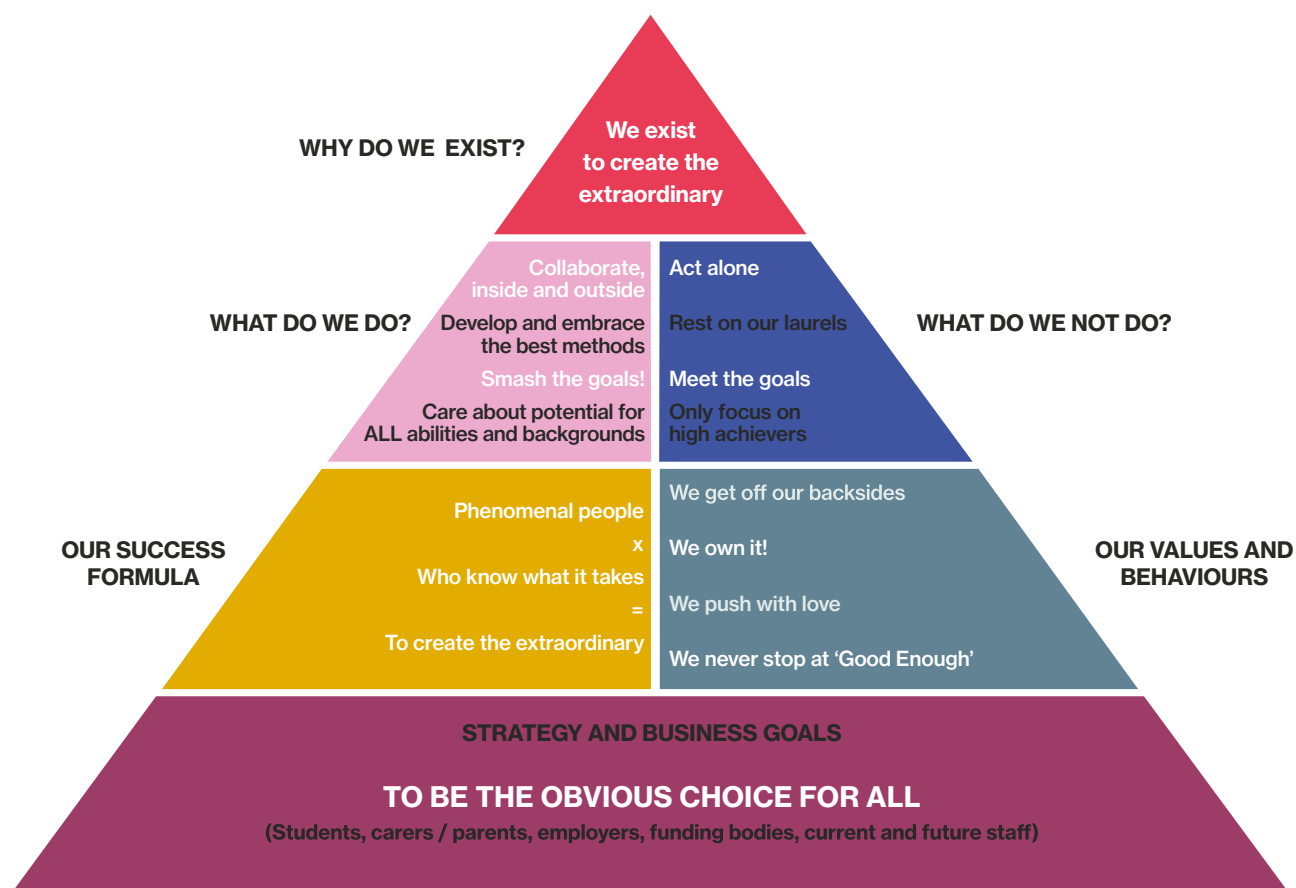
**Career focused**

**Right Programme for every learner**

**Positive destinations, not qualifications**

**High quality, always, everywhere**

# Our Vision and 'Common Purpose Architecture'



## Big Fat English and Maths:

- Our core intent is to ensure that our learners are maths and English enabled, relevant to their prior attainment and ambition.
- We believe that maths and English skills (and qualifications) are essential to successful progression to work, apprenticeships and higher-level study.

## Positive Destinations, not qualifications:

- "Not about the BTEC"
- Everything leads to something bigger for all our students

## Career Focused:

- We understand our regional economy and we are linked into businesses and career opportunities, including post HE.
- Embedding work placements and experience in study programmes.
- 'Industry Leads' linked to vocational study programmes and T Levels. Industry careers days and conferences.

## Right Learner for Every Learner

- Personally designed study programmes/ learning experiences at all levels based on starting point and career aim.
- Built around progress towards an end result and skill development.

## High Quality, Always, Everywhere

- No learners in an experience which is less than good
- Teachers and trainer assessors who are dual professional - Phenomenal Teachers
- High expectations and uncompromising high standards of teaching and support
- High grades and 'value added' in line with value of 'good isn't good enough'

Under the leadership of our new Principal and CEO, Lisa O'Loughlin, the College Group is completing a Strategic Review of its offer and curriculum. Due to complete in July 2023, this will ensure the College's strategy to 2030 is fully aligned to the LSIP, through a new strategic vision an updated curriculum intent and a new set of strategic objectives and investment priorities. The Strategic Review plays a key role in demonstrating the College Group's approach to the new Duty to Review local provision on Further Education Colleges recently introduced through the Post-16 Skills Act. As required, this Accountability Agreement does not describe the College Group's offer in fine grain detail, but sets out a small number of outcome targets for areas of our curriculum which we plan to change in 2023/4, which reflect how we are meeting National Skills Priorities and contributing to the LSIP.

## Part Two - Background to Context to Place

Nelson and Colne College Group is based in Lancashire in the North West of England. Lancashire is one of the most diverse economic areas in the country, with no urban core but a polycentric set of towns and cities, rural and coastal areas, agricultural and industrial zones. With a population of 1.5m people, Lancashire's 54,000 businesses generate 637,000 jobs across a range of important and future-facing sectors from manufacturing and tourism to cyber, digital and low carbon. The thriving £34bn economy is home to globally leading firms with sector/supply chain clusters including the fourth largest aerospace cluster in the world. There is a pan-Lancashire labour market, particularly for technical and professional roles while workforce is also imported from and exported to neighbouring areas including Greater Manchester, Cumbria and the Liverpool City Region.





The emerging Lancashire 2050 Vision has Employment and Skills as one of eight strategic priorities with an ambition to 'support people to develop their skills throughout their lives and attract business to the county because of our highly skilled workforce'.

The Lancashire Skills and Employment Board brings together industry and education, skills and employment providers and local authorities, and is responsible for driving forward the employment and skills theme in the locality. The board feeds into both the board of the Lancashire LEP and the Local Authorities Lancashire Leaders group, giving both an economic and inclusive lens to the priorities which are articulated in the local skills strategy, the Lancashire Skills and Employment Strategic Framework. The Lancashire Skills and Employment Hub, the strategic body which supports the work of the board, are working in partnership with the Chambers of Commerce who are leading on the Local Skills Improvement Plan, so that the LSIP adds value to existing intelligence, providing additional insights from employers directly.

The LSIP has worked closely with employers and providers to help develop a greater understanding of what employers require from the skills system. While working towards the full report by the end of May 2023, the LSIP has produced an Emerging Priorities Report highlighting the key occupations employers are struggling to fill and skills shortages. Common across all sectors were concerns among employers about employability skills and getting people with the 'right attitude' to work and learning. The report also identified issues that many smaller companies are not sure how the move to net zero and digital transformation are going to impact their work, jobs and the skills needed to support them; supporting employers to understand and plan in these areas will be crucial.

The College is part of The Lancashire Colleges group (TLC); a collaborative network that we have invested in for over 25 years. TLC includes all of the Further Education and Sixth Form Colleges in the area including a specialist college and represents the diversity of the sector as a whole. Through TLC we have a successful track-record of working collectively and collaboratively to improve quality, enhance the curriculum and deliver programmes that respond to business and community needs.

Most recently, through a Strategic Development Pilot and Phase 2 programme, Nelson and Colne College Group has proactively worked with its neighbours, investing in a network of industry-standard education and training spaces, building on our specialisms and collaborating to develop new courses and curriculum that align with business needs. Through communities of practice and investment in joint CPD we have been able to jointly meet challenges and build on best practice to ensure our teaching remains high quality and keeps apace with technological and other developments. Additional examples of strategic collaborations developed with and through TLC can be seen at appendix 1.

As stated above Nelson and Colne College Group is made up of three distinct skills provisions facing distinct geographies:

- Nelson and Colne College, situated in Nelson and delivering study programmes in the East Lancashire district of Pendle
- Accrington and Rossendale College, situated in Accrington and delivering study programmes in the East Lancashire districts of Hyndburn and Rossendale
- Lancashire Adult Learning (LAL), with its operational base at Northlight in Brierfield, delivering adult community learning throughout the whole of Lancashire



## Pendle

The Borough of Pendle is situated in Northeast Lancashire on the edge of the Pennines and comprises the former municipal boroughs of Colne and Nelson, the former urban districts of Barnoldswick, Barrowford, Brierfield, Earby and Trawden. The current population is approximately 91,405.

### Population



- In Pendle the number of people per km<sup>2</sup> is similar to the North West average.
- The overall population has seen strong growth since 2005 in comparison to the increases at the county, regional and national levels and the population aged under 15 increased by 12.3% between Censuses. It is estimated that between 2018 and 2043 the population of Pendle will increase by 4.1%, a lot lower than the 7.2% population rise predicted for the Lancashire-14 area.
- The ethnic mix is similar to other authorities in East Lancashire. It is predominantly white. The largest minority ethnic group is Pakistani.

### Schools' Performance



- The latest published figures for educational attainment in Pendle show that attainment is significantly below the comparative Lancashire and national averages for GCSE English and mathematics. The percentage of school leavers from the six Pendle feeder schools achieving Grade 5 or above are all below the England average of 50%.
- The average 'Attainment 8' measure in 2021/22 was just 42.5 in Pendle district, which was markedly below the average for the LCC area of 47.5.

### Deprivation



- An ACORN profile of local households classifies Lancashire residents by 18 main groups. This shows that 'Modest Means', 'Young Hardship', 'Successful Suburbs' and 'Mature Money' are the only dominant groups featuring in Pendle. 'Modest Means' is dominant in over half of the wards while representing over 30% of households in the district.
- Only a relatively small number of families in Pendle have an income level that led to them opting out of receiving child benefit.
- A total of 16.5% of households were in fuel poverty in 2020 which was the 2nd highest rate in Lancashire, and the 37th highest rate in England.
- The Borough is ranked 14 of the 20 local authorities in England that have the highest proportion of neighbourhoods with the most deprived (10%) population in England out of 317 local authorities.
- In the 2019 Indices of Deprivation Pendle was the 36th most deprived area out of 317 districts and unitary authorities in England.

### Employment



- Between 2009 and 2017, employment in the authority rose by nearly 10%. Pendle has a very high proportion of private-sector jobs in comparison to the county and national averages. The 2011 census results reveal the strong commuter flows over 4,600 in each direction, between Pendle and Burnley.
- Average earnings results in Pendle for 2019 were £432.70 per week by place of residence and £425.50 by place of work. These were both 7th highest in the Lancashire-14 area.
- 83% of Lancashire businesses surveyed for by the LSIP cited Employability skills as the most important attribute they are looking for from an ideal candidate. Difficulty finding individuals with the right Employability Skills was the second most commonly cited experience of a Lancashire business when recruiting.

### Health



- The Pendle Health Profile, published by Public Health England, reveals that the health of people in the area is generally worse than the England average.

# Accrington and Rossendale College

Hyndburn and Rossendale are characterised by high levels of deprivation, unemployment, poor health, and low levels of achievement and aspiration.

## Hyndburn

Hyndburn is an authority in East Lancashire that covers 73 square kilometres and, has 16 wards. The mid 2021 population estimate for the authority was 82,261.

### Population



- The authority has a younger population and fewer people of pensionable age than the average for England and Wales.
- It is estimated that between 2018 and 2043 the population of Hyndburn will increase by 4.3%, compared to the 7.2% increase expected for Lancashire-14, and the 10.3% rise predicted for England.
- The ethnic mix is similar to other authorities in East Lancashire, predominantly white. The largest minority ethnic group is Pakistani.

### Schools' Performance



- Educational attainment in Hyndburn, in particular GCSE English and mathematics at grade 5 or above, varies according to the schools. This ranges from significantly below the county (48%) and England average (50%) to near average for the county. However, most schools are below the county average.
- The 'Attainment 8' average score was 43.7 in Hyndburn in 2021/22, the second lowest in the Lancashire County Council (LCC) area, where the average was 47.5.

### Deprivation



- An ACORN profile of local households classifies Lancashire residents by 18 main groups. 'Modest Means', 'Young Hardship' and 'Steady Neighbourhoods' are the only groups which are dominant in wards in Hyndburn and although 'Modest Means' is the dominant group in the district as a whole, it is only dominant in five wards compared to the eight allocated to 'Young Hardship'.
- A total of 15% of households in Hyndburn were in fuel poverty in 2020, the 6th highest in the Lancashire-14 area and the 68th highest in England.
- In the 2019 Indices of Deprivation Hyndburn was the 18th most deprived area out of 317 districts and unitary authorities in England.

### Employment



- Hyndburn has a localised labour market, with 51% having journeys to work of less than 5km (compared to 40% nationally). Strongest commuting flows are to and from Blackburn.
- Average earnings in Hyndburn are low when measured by place of work and the personal incomes results reveal a very low median total income figure for Hyndburn.
- 83% of Lancashire businesses surveyed for by the LSIP cited Employability skills as the most important attribute they are looking for from an ideal candidate. Difficulty finding individuals with the right Employability Skills was the second most commonly cited experience of a Lancashire business when recruiting.
- There is a high level of employment and support allowance claimants.
- In 2023 the 'Accrington Acre' programme was successful in a bid to the Levelling Up Fund.
- Key employment sectors include Manufacturing, Warehousing, Wholesale, Retail and Motor. There is currently a small employment presence in the Public Administration, Defence and Compulsory Social Security Service.

### Health



- Average life expectancies at birth for males and females in Hyndburn are very low on average compared to national figures.
- The health of people in Hyndburn is generally worse than the England average.

## Rossendale

Rossendale is an authority in East Lancashire that covers 138 square kilometres, has 14 wards and a mid 2021 population estimate of 71,010.

### Population



- It is estimated that between 2018 and 2043 the population of Rossendale will increase by 12.6%, the fourth highest in the Lancashire-14 area, (7.2%), and slightly above the of 10.3% predicted for England.
- The ethnic mix (2021 census) is predominantly white and is less diverse than other authorities in East Lancashire. The largest minority ethnic group is Pakistani.

### Schools' Performance



- In Rossendale, school attainment of GCSE English and mathematics at grade 5 and above is slightly better with most schools performing on or near the county average of 48%.
- The average 'Attainment 8' score was 46.2 in Rossendale district in 2021/22. This was below the average for the Lancashire County Council (LCC) area of 47.5.

### Deprivation



- The ACORN profile of local households shows 'Modest Means' is clearly dominant in the district as it is dominant in nine of the 14 wards. 'Successful Suburbs' and 'Mature Money' also feature.
- The median house prices to earnings ratio in the authority is higher than other authorities in East Lancashire.
- 14.6% of Rossendale households were in fuel poverty in 2020. This was above the England average of 13.2%.
- The 2019 Indices of Deprivation revealed that Rossendale was the 91st most deprived area out of 317 districts and unitary authorities in England, when measured by the rank of average LSOA rank.

### Employment



- In 2022 there were 2,650 active enterprises in Rossendale, slightly fewer than in 2021. 88.7% of these had fewer than ten employees.
- Average earnings in Rossendale were the fifth lowest in Lancashire when measured by place of residence, £14.70 per week better than by place of work, where they were sixth lowest.
- The authority has a positive net benefit from commuter flows and a low job density rate confirming that many local residents seek employment outside the district.
- 83% of Lancashire businesses surveyed for by the LSIP cited Employability skills as the most important attribute they are looking for from an ideal candidate. Difficulty finding individuals with the right Employability Skills was the second most commonly cited experience of a Lancashire business when recruiting.
- Key employment sectors include Manufacturing.

### Health



- Male and female averages life expectancy at birth in Rossendale district are below the national figures.

## Lancashire Adult Learning

Lancashire Adult Learning covers an extensive range of learning opportunities to over 10,000 adults across twelve districts in Lancashire. Learning opportunities take place predominantly in community settings focusing on deprived wards across the county. This removes potential barriers to learning and enables adults to engage in learning, gain first rung skills and qualifications so they have both the skills and confidence to take their next steps into further learning or into work.

35% of Lancashire residents have a Level 4+ qualification, compared to 43.6% nationally. This is up by ~5% since 2015, but up 6.5% nationally, and so the gap widens. Lancashire now has the sixth lowest employment rate of 38 LEPs, placing it in the bottom quartile of LEPs nationally.

Lancashire also has lower than average disposable household incomes compared to national data. In 2020 Median Gross Disposable Household income in Lancashire was £18,146 - the bottom quartile of LEPs nationally, and below the UK average of £21,440. Lancashire has a lower employment rate (72.9%) than the national average (75.6%) and the sixth lowest employment rate of 38 LEPs, placing it in the bottom quartile of LEPs nationally.

Pre-Pandemic Lancashire's employment rate was above the national average however there has been a significant growth in economic inactivity since the onset of the pandemic – more pronounced in areas of deprivation with highs of 30.0% in Pendle, and lows of 12.2% in South Ribble. Lancashire has higher than average sickness absence rates at work (1.5%) than is typical nationally (1.1%) with Pendle, at 4% the highest of any local authority nationally. Lancashire also has a higher percentage of economic inactivity that is due to long term ill health (30%) than is typical nationally (25.8%)

Lancashire Adult Learning provides a pyramid of interventions for adults, providing co-created social prescribing interventions for those with significant health barriers to work, barrier removing programmes and initial introductions to technical education to enable learners to take their first steps onto a curriculum ladder that provides routes to license to practice curriculum or through to Level 4. We understand that on average someone with a Level 4+ qualification earns 60% more than someone with no qualifications and therefore our ambition is to create opportunities for as many learners as possible to access this higher level technical education. Pre-pandemic, when Lancashire Adult Learning was working at full strength, economic activity in Lancashire was more positive than national averages.

## Higher Education

HESA Graduate Outcomes survey for the 3 years to 2019/20, identifies that 25.6% of graduates from Lancashire's Universities (not HE in FE) remain in Lancashire to work 15 months after their graduation (when surveyed). The national average for LEP areas is 33.4% and the median is 26.8%, and Lancashire is below both of these. In the NP11, only Cheshire and Warrington have retained a smaller proportion of their graduates than Lancashire over the last three years (25.1%). Lancashire also more widely underperforms national averages at retaining graduates into graduate level jobs. At Nelson and Colne College Group our ambition is to create ladders to Level 4 technical education in key LSIP and LEP priority sectors enabling more adults and young people to access Level 4/5 technical occupations.

## Nelson and Colne College Group

Nelson and Colne College Group is an escalator of social mobility in each of the districts it serves. Educational outcomes for all learners across the Group are exceptional.

Young people on advanced level programmes make excellent progress from their starting points. Value added on academic programmes is exceptionally strong with an ALPs value added score of 2. Equally those on advanced level vocational and technical study programmes make excellent progress with an ALPs value added score of 3. As a result, most learners on advanced level courses progress to the Sutton Group universities and move directly into aspirational careers and destinations.

In addition, young people with very low starting points, many from disadvantaged backgrounds and those with SEND, make excellent progress in English and mathematics. Latest published figures for progress in mathematics places the College as the number 1 GFE college and third GFE college in the country for progress in English.

A very high proportion of adults on learning programmes gain the skills, qualifications and confidence to move successfully into further learning or into the employment. Adults on community learning programmes, those furthest from the labour market, re-engage with learning, develop new skills and gain 'first rung' qualifications so they are better prepared to move into work. For example, on sector based pre-employment courses, all learners have direct access to vacancies offered and a significant proportion receive job offers. The vast majority of adults from disadvantaged backgrounds across the county, gain the essential 'passport to success' English, mathematics and digital qualifications. Most adults on access programmes progress to higher education institutions or move directly into employment in a sector aligned to their studies.

Apprentices gain new industry standard knowledge and skills and behaviours that benefit their workplace and enhances their future career progression. 94% of apprentices completing their programmes can successfully apply new knowledge and skills in the workplace. Apprentices on Standards, make excellent progress compared to their starting points, for example a high proportion of those on level 5 Standards achieve high grades in their end point assessments.





# Part Three - Approach to Developing the Statement

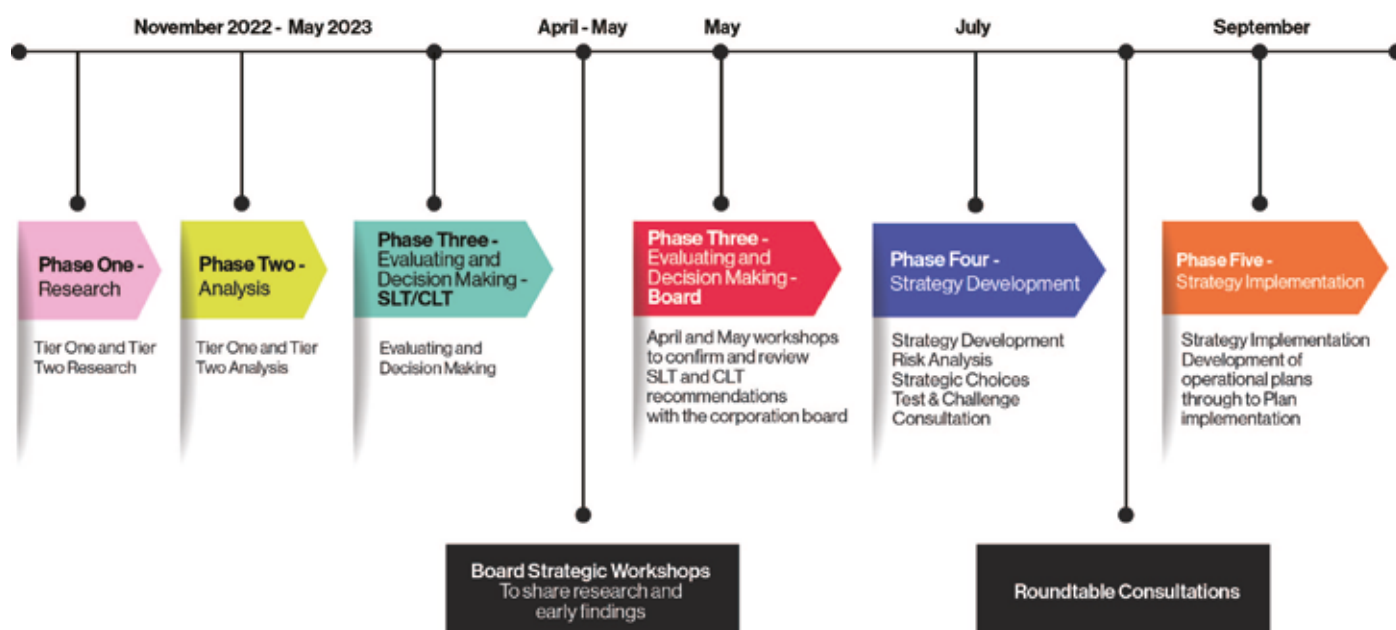
This statement is currently in draft, in line with DFE timescales. The College last published its strategic plan in 2019 (appendix 2) with a refreshed set of objectives agreed with the corporation board in 2021 (appendix 3).

With the arrival of a new Principal and having reviewed KPI performance for the previous plan period, in line with targets set at point of merger, the College Corporation Board initiated an evidenced-based Strategic Review in December 2022. This process draws upon a range of available evidence including travel to learn analysis and is informed by clearly articulated LEP priorities, emerging LSIP priorities and the priorities of Borough Councils in the districts we serve. The process also directly responds to key national policy drivers including:

- The Sainsbury Review
- The Post-16 Skills Plan
- Levelling up and Regeneration Bill 2022-23
- Skills and Post-16 Education Act 2022
- Lifelong Loan Entitlement and HE Reform

This process follows a clear methodology through, research, analysis, decision-making, consultation test and challenge and options appraisal, particularly regarding future strategic investment. A series of stakeholder, employer/sectoral and place-based consultations are part of this process and the resultant strategic plan will feed into the final Accountability Agreement. This process is outlined below in figure1.

**Figure One**



# Part Four - Contribution to National, Regional and Local skills priorities

## Nelson and Colne College Group

### Qualification Reform

As a wave 1 T level trailblazer, the college has already rolled out five T level routes, including in the regional priority sectors identified in the LSIP of digital, health and engineering and manufacturing. In alignment with the college's strategic plan, the college has an ambitious strategy around the growth of T levels over the period 23/24 to 26/27, supported by significant investment in facilities and extensive collaboration with employers. Underpinning the strategy is a focus on meeting the specific technical skills needs of employers in the largest sectors in East Lancashire, including in healthcare, advanced manufacturing and digital. The T level curriculum is co-designed with employers to ensure learners develop the knowledge, skills and behaviours they need to progress into technical employment in their occupational specialisms, the success of which has already been evidenced by the destinations of the 2022 T level graduates.

## Nelson and Colne College

Programmes for young people on the Nelson campus are informed by and closely aligned to the LSIP and offers the best opportunities for employment in professional, technical and higher technical employment that addresses the skills gaps in the local and regional economy.

- A high-quality advanced manufacturing offer addresses the growing skills needs of the engineering and manufacturing sector including aeronautics, and a high-quality apprenticeship offer provides a direct labour market pipeline into level 4 and 5 qualifications through the Lancashire and Cumbria Institute of Technology (IoT).
- The advanced digital curriculum including T levels supports the continued growth in demand for advanced level digital skills from software developers to technicians. Learners benefit from the advanced digital suite providing industry standard learning facilities and will soon benefit from the Advanced Digital Skills and Employer Hub due to come on stream in September 2023.
- The outstanding academic suite of programmes, particularly in science and mathematics, are aligned to the regional demand for professional scientific and technical skills. A high proportion of learners progress into higher education to study medicine, pharmacy, dentistry and medical related subjects.
- The broad range of health and social care courses are closely aligned to the key employment demands in the health sector across the region. Programmes are aligned to the needs of Lancashire and South Cumbria Integrated Care Board, and through close collaboration with the East Lancashire Health Care Trust, co-created study programmes ensure that the skills and behaviours that learners develop on programme, matches the demands of the employer.
- A level maths is the college's 4th largest subject at A level. In addition to this, we offer further maths and statistics. We also offer core maths as an additional subject for A level students who are intending to go onto degrees which includes mathematical content (such as business and finance, psychology) and also for vocational science students and engineering whose destinations would benefit from a level 3 maths qualification.
- In recognition of the College's contribution to maths outcomes nationally and status as a Maths Centre for Excellence, Nelson and Colne have been selected to be part of the DfE expert panel advising the government on how best to implement The Prime Minister's vision of "maths to 18". We are one of only two colleges represented.



## Accrington and Rossendale College

Programmes for young people on the Accrington campus are informed by the local demographic of Hyndburn and Rossendale and are designed to meet the needs of young people by offering a range of programmes from Entry level to aspirational level 3 technical programmes that are closely aligned to the LSIP to offer the best opportunities for employment in technical and higher technical employment to skills gaps in particular sector areas.

- A range of construction programmes starting at level 1 that develop the skills, knowledge and behaviours of young people so they are able to move to the next level of their study programmes or onto an apprenticeship. These programmes are designed to address the Lancashire construction skills needs which is the 6th highest contributing skills sector in the region.
- The range of health and social care courses offered on the Nelson site are also replicated on the Accrington campus and again are closely aligned to the key employment demands in the health sector across the region. In addition, young people in the Hyndburn and Rossendale area have the benefit of progressing in their studies through the College's University Centre that aligns its curriculum to meeting the health care sector providing a direct progression into level 4 and 5 professional qualifications in collaboration with the Lancashire and Cumbria Institute of Technology.

## Lancashire Adult Learning

Through long established strategic partnerships and relationships with employers, community representative groups, key stakeholders and sector bodies throughout the county, Lancashire Adult Learning's curriculum offer ensures that it is carefully aligned to skills and employment needs of the region. Collaboration with employers and partners has resulted in the creation of dedicated training facilities in areas such as Health and Social Care, and Construction. Many courses are delivered, in conjunction with the employer/partners to ensure learners have the knowledge, skills and behaviours that are required by that sector/employer and wider community. Where learners are progressing into further learning teams work both internally and with external partner Universities to ensure learners have the pre-requisite knowledge and skills that are needed for their next steps

Adult Community programmes create a succinct curriculum with seamless sequenced progression routes for adult learners which can provide a pathway from non-accredited learning through to low, advanced and higher-level qualifications.

The college's non-accredited programmes are aligned to several key national and regional policies and priorities.



# Key Actions for 2023/2024

The below actions are 'placeholder' actions, in anticipation of more specific and smart KPI's following conclusion of the strategic review process. These actions will be updated in July 2023 prior to final submission.



## We will:

- Complete the 2023 Strategic Review, to assess NCCG's alignment to the needs of individuals, communities, employers and the economy through the lens of the new accountability framework for further education.
- Use this evidence base to undertake a review of the current NCCG strategy and implementation plans (including SDF/ IoT and post-merger outputs and expectations) and inform development of the NCCG Strategy 2027, incorporating a Curriculum Strategy and Implementation Plan, by September 2023.
- Further develop our 16-18 Strategy to enable more students in the districts we serve to better access the excellent academic and A Level curriculum at Nelson and Colne College.
- Further develop our Technical Education Strategy with pathways and routes to employment in key LSIP priority sectors for young people and adults.
- Further develop our Work-Based Learning and Employer Engagement Strategies to grow apprenticeships, and work placement opportunities to ensure Nelson and Colne College Group meets the expectations of qualification reform.
- Continue to work with our neighbours in Lancashire, supporting our Governing Body to effectively discharge it's duty to review provision in the local area.
- Through TLC and working with our East Lancashire partner Colleges, enhance the collective understanding of how well college provision meets local needs and develop a shared evidence base to assist Governing Bodies in identifying strengths and specialisms within Lancashire. We will work towards the development of a shared action plan and consider what actions the colleges might take, individually or collectively, in order to better meet identified local needs.

## Part Five - Corporation Statement

On behalf of the Corporation of the Nelson and Colne College Group, we confirm that this Accountability Agreement reflects an agreed statement of purpose, aims and objectives as approved by the Corporation at their meeting on 16th May 2023.

The Accountability Agreement will be publicly available on the College Group's website within three months of the new academic year, and can be accessed from [clicking here](#).

	
<b>Phil Wilkinson</b> Chair of the Board of Corporation	<b>Lisa O'Loughlin</b> Principal and Chief Executive Officer (CEO)

## Part Six - Links to Supporting Documents

[https://www.lancashirelsip.co.uk/downloads/LSIP\\_Report\\_31%20March%202022\\_Website\\_Publication.pdf](https://www.lancashirelsip.co.uk/downloads/LSIP_Report_31%20March%202022_Website_Publication.pdf)

<https://www.lancshireskillshub.co.uk/our-people/evidence-base/reports/>

<https://www.lancashire.gov.uk/lancashire-insight/area-profiles/local-authority-profiles/pendle-district/>

<https://www.lancashire.gov.uk/lancashire-insight/area-profiles/local-authority-profiles/hyndburn-district/>

# Nelson and Colne College Group

**The work of  
The Lancashire Colleges  
and further examples of  
strategic collaboration**



## The Lancashire Colleges - Key Facts

**9000**

**Businesses Supported**

Lancashire's colleges have extensive networks of public and private sector partners and currently work with 9,000 businesses, supporting their staff in apprenticeships and other training. Lancashire's colleges achieve above average scores for employer satisfaction.

**£288**

**Million**

With a combined turnover of almost £288 million, Lancashire's colleges are major employers in their own rights, employing around 6,000 people, making a significant contribution to the local economy.

**£1=£15**

For every pound of government funding invested, Lancashire's colleges deliver over £15 in economic benefits over their students' lifetime, a substantial return.

**82000**

**Young and Adult Learners**

Lancashire's colleges provide education and training to over 82,000 young and adult learners each year from entry level to postgraduate and across a spectrum from the most disadvantaged to the most able.

**Over 8000**

**Higher Education Students**

Over 8,000 or 12% of all higher education (HE) students based in Lancashire study at Lancashire's colleges compared with 4% of HE students being based in colleges nationally. Three of Lancashire's College are in the top ten largest HE in FE providers nationally.

**£13**

**Million External Funding**

TLC has secured over £13 million of external funding in 2021/22 for the benefit of Lancashire.

## Examples of Strategic Collaboration

A £9m Strategic Development Fund (SDF) Pilot Programme (2021-22) saw Lancashire's colleges collaborating with each other to help provide the skills businesses need as they respond to the challenges and opportunities presented by the shift towards net-zero carbon. This programme recognised the importance of Lancashire's Energy and Low Carbon sector as emphasised in the The Lancashire Independent Economic Review and supported and enabled businesses to respond to market and technological change, a priority highlighted in Lancashire's Technical Education Vision.

In just a short period the colleges collectively engaged over 800 local businesses and worked together with them to develop 37 new short and very-short courses that directly responded to their skills needs. We also identified at least eight courses where unnecessary duplication could be reduced through joint work. We worked with industry specialists to provide CPD to hundreds of tutors and teachers, ensuring their skills keep pace with technological developments. Across Lancashire at least 2,500 students immediately benefitted from access to new, industry-standard equipment and teaching facilities which are now being used by many thousands more.

A £2.75m Phase 2 SDF project (2022-23) allowed the colleges to continue our joint work on net-zero carbon curriculum development and also allowed a focus on cyber-security. The latter was in direct response not only the announcement that the National Cyber Force will be located in Lancashire, recognising the impact this will have on clusters and supply chain development, but also on feedback from SMEs that cyber-security is a significant area of concern.

Through an ESF 'Moving On' project (2016-23) the colleges across Lancashire have collaborated with private and third sector providers to support over 5,500 young people who were NEET/at risk of becoming NEET, a priority group for the Local Authorities and LEP. Nearly 60% of young people progressed or were retained in education, skills or employment as a result of this support.

The ESF 'Supporting Technical Education in Lancashire' project (2021-22) supported over 330 Lancashire-based SMEs to engage in technical education and training. This project directly responded to feedback from local employers that they needed more support to understand how they could engage in technical education through offering work placements or apprenticeships, by getting involved in designing curriculum and offering masterclasses.

A small pilot project (2021-22) saw the establishment of four Professional Development Networks bringing together over 130 teaching staff from across the colleges to develop their Level 4/5 subject and pedagogic content knowledge and create teaching and other resources. This helped to improve the quality of technical and professional curriculum design, teaching, learning and assessment across four local priority sectors: construction, health, sustainable energy and ecology/land-based.



# Nelson and Colne College Group

**Strategic Plan  
2019-2021**





# 1. Introduction

This Strategic Plan sets out our ambitions for the future development and growth of Nelson and Colne College Group, which comprises:

- Nelson and Colne College (NCC)
- Accrington and Rossendale College (ARC)
- Lancashire Adult Learning (LAL)

Covering the academic years of 2019-2021, the Strategic Plan sets out our Group's mission, vision and values; along with our strategic aims and the priorities through which we will achieve the Group's ambitions.

The Group was formed following merger in November 2018 between Nelson and Colne College (NCC) – including Lancashire Adult Learning – and Accrington and Rossendale College (ARC). The formation of the Group has increased our reach so that together in 2018/19 we delivered learning and skills to over 2,400 young people at our two campuses, trained over 1,800 Apprentices and delivered Community Learning to upskill and support more than 12,000 adults across Lancashire.

This Strategic Plan sets out how we will deliver our ambition be a continued force for greater opportunities for the learners, employers and communities we serve and offer outstanding learning and skills to.







Lancashire  
Adult Learning

**Lancashire Adult Learnings  
Main Campus**

Delivering learning throughout  
the whole of Lancashire

NELSON & COLNE  
COLLEGE

SIXTH FORM

**Nelson and Colne College  
Campus**

Located in Nelson

**RIBBLE VALLEY**

**PENDLE**

**BURNLEY**

**HYNDBURN**

**BLACKBURN WITH  
DARWEN**

**ROSSENDALE**

ACCRINGTON & ROSSENDALE  
COLLEGE

TECHNOLOGY & SKILLS CENTRE

**Accrington and Rossendale  
College Campus**

Located in Accrington

## 2. Background

### 2.1 The Nelson and Colne College Group

Our success and value depends on the Group's continued delivery of a high quality, relevant and impactful offer for the benefit of learners, employers and the economy.

- Nelson and Colne College (NCC) and Accrington and Rossendale College (ARC)

The Group's two College campuses deliver a range of provision from entry level through to higher skills to both young people and adults. Located in the town of Nelson, in the local authority district of Pendle, students at NCC are predominantly drawn from Pendle, with significant numbers also from Burnley. ARC is located in Accrington, in the district of Hyndburn, drawing students predominantly from the two districts of Hyndburn and Rossendale.

The Group's **6th form centre** in NCC offers A Levels in over 20 subject choices, which are supported by academic skills development. The College's performance makes us one of the top performing Colleges for A levels, achieving ALPs grade 2 in 2018/19 for the value added to student's achievement.

Both of our campuses offer a broad range of **vocational programmes** to 16-18 year old learners. Our students' achievements on both academic and vocational routes rank us as one of the top performing Colleges in the country in terms of the progress they make. Vocational programmes include all major curriculum areas, excluding land based, with our most popular courses being in Health and Social Care, Applied Science and Business Studies. In support of the students' core aim are exceptional English and maths resit provision, ranking Nelson and Colne College in the last national published comparative performance tables as 3rd and 1st in the country for the progress that students make while they are with us. We have also invested heavily in extra-curricular provision including work placements to ensure that all students are developing as a complete individual and are well equipped for taking their next steps.

Our curriculum offer has been re-shaped to ensure that all learners benefit from a career focused learning offer that meets individual needs and prepares them for their next steps into further and higher learning or their chosen career. Our study programme offer to young people at both our campuses for Entry, Level 1 and Level 2 and includes English and mathematics as their core learning aim.

**Professional skills** are delivered to adults at both College campuses, with the offer developing occupational and vocational skills to support adults to upskill and reskill on both a part and full-time basis. Provision is closely aligned to local skill needs, priorities and future opportunities and areas of growth - with continued investment in facilities and delivery by practitioners with industry level skills and understanding to ensure relevance and application of learning.

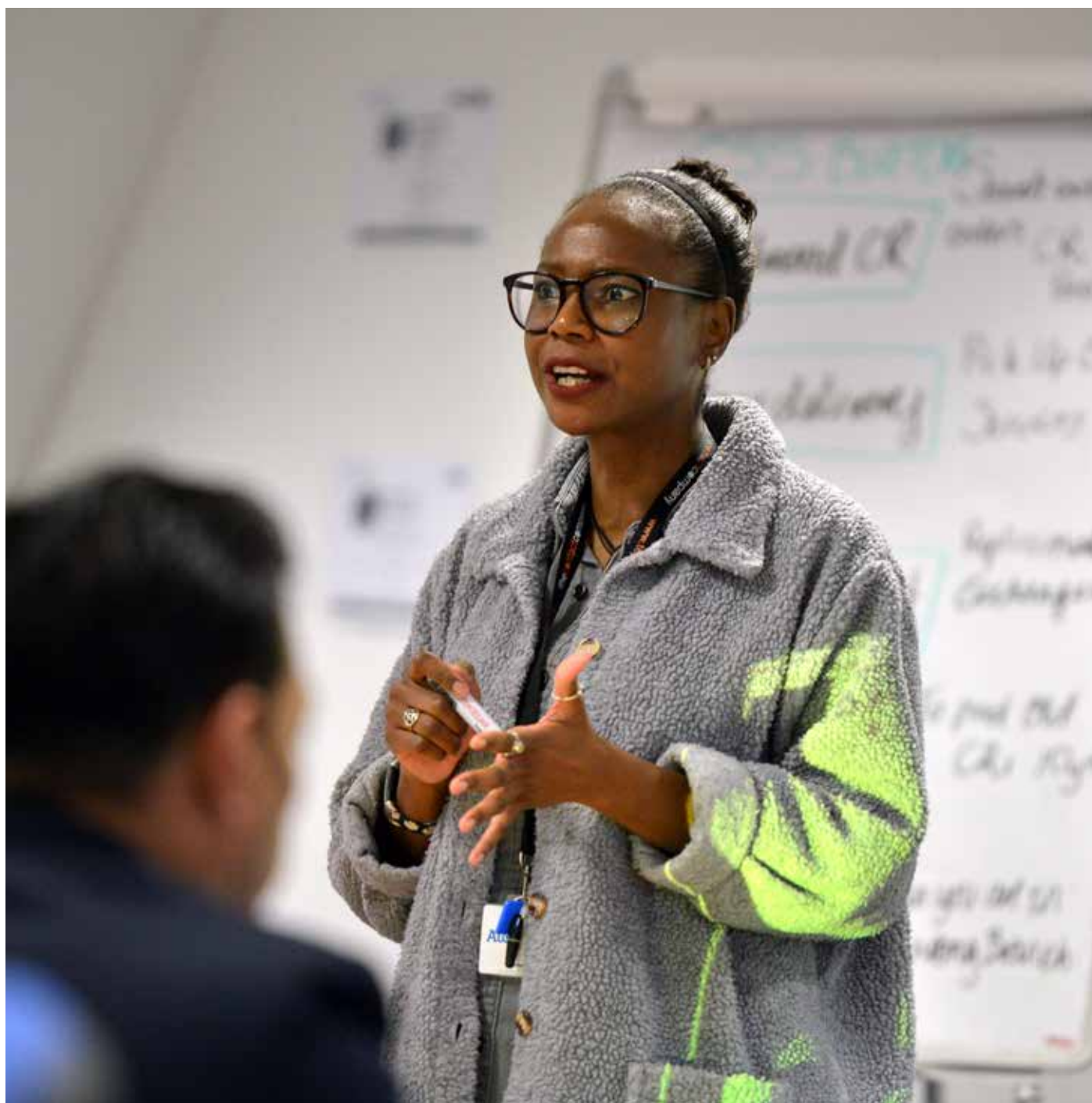
Our **University Centres** are based at both NCC and ARC campuses and offer a range of Higher Education (HE) programmes to adults from East Lancashire and beyond. Full and part-time delivery options enable learners to maintain work and person commitments, while completing their qualifications. Our HE offer was expanded in 2018/19 and continues to develop, increasing to 26 programmes comprising 28 distinct awards. Our HNC/D industry qualifications are widely recognised for professional development, career progression and entry to the second or third year of a University course, while our Access programmes are aimed at those aged 19+, without traditional qualifications, looking to go straight to University. We also help those wanting to pursue a career in teaching gain their Professional Graduate Certificate in Education (PGCE), and offer a Foundation Diploma in Art, for practising artists or designers, or those wanting to progress onto University to study a creative degree.

With our Group's offer matched to the local labour market and employer demand, supported by investment in cutting edge technologies, each campus is also undergoing significant investment and infrastructure development with over £8 million being invested in an ambitious capital investment programme between 2018-19 to 2020-21, ensuring the highest quality learning environment for learners.

**Lancashire Adult Learning** (LAL) continues to deliver in the heart of local communities, and in 2018/19 its impressive reach saw over 12,000 adults accessing nearly 16,000 learning opportunities, with delivery throughout Lancashire in over 200 venues. Continuing to reflect national policy priorities for community learning and responding to Lancashire and local needs is key, with LAL's offer prioritising delivery in priority areas such as Health and Wellbeing; Maths, English and ESOL; ICT/Digital Inclusion and also Family Learning.

The Group's **Apprenticeship** offer is developed with businesses to meet their needs and includes intermediate, advanced and higher-level Apprenticeships. Delivering both within the local area and throughout the region, over 1,800 Apprentices were supported in 2018/19.

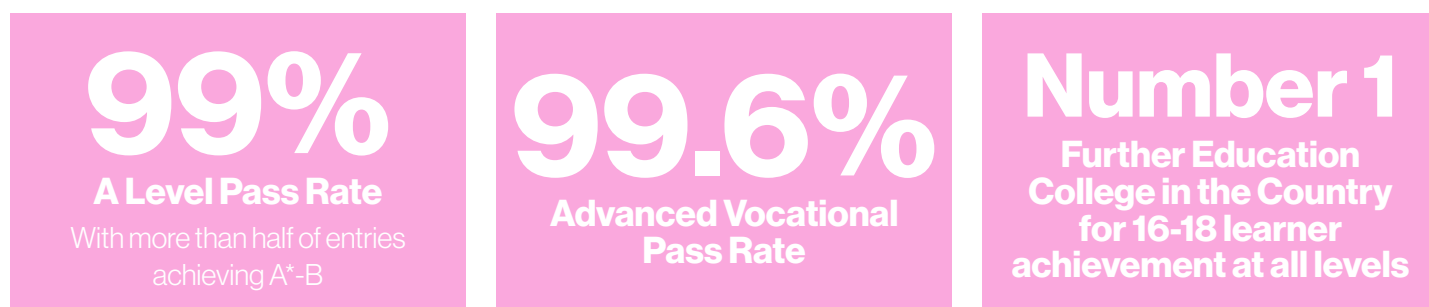
More than 70 frameworks are delivered, and 36 standards, with a broad offer ranging from accountancy and beauty therapy, through to manufacturing, marketing and also leadership and management. Our success rates are amongst the best in the UK and we work with employers of every size, both non-Levy and Levy, including many significant and sizeable local employers such as the East Lancashire Hospital Trust (ELHT) and Lancashire County Council (LCC).



## 2.2 Key Facts about the Nelson and Colne College Group

Latest published national performance and benchmark data for 2018 confirms:

### Nelson and Colne College



- The number one FE college in Lancashire and fourth nationally for A Levels, based on progress scores
- The number one FE college in the country for GCSE Mathematics and second nationally for English, based on progress scores
- The number one FE college nationally for 16-18 timely Apprenticeship achievement, at all levels
- The number one FE college in Lancashire for vocational studies, based on progress scores

### Accrington and Rossendale College

- Accrington and Rossendale College is in the top 10 colleges in the country for 16-18 timely Apprenticeship achievement, at all levels, and classroom learning achievement at Level 3
- The college improved by 50 and 91 places, respectively, in those measures in the 2019 National Achievement Rate Tables recently published by the Government

Section 2.3 below outlines the performance position for 2018/19 academic year, based on internal data ahead of DfE validation and availability of comparator information being available for other colleges.

## 2.3 Highlights from 2018/2019

As well as outstanding performance, achievement and progress for learners as highlighted above, highlights for the Nelson and Colne College Group in 2018/19 include:

- Successful merger between Nelson and Colne College and Accrington and Rossendale College, and creation of the new Nelson and Colne College Group
- Nelson and Colne College named as the FE College of the Year in the prestigious Educate North Awards 2019, with the judges stating that NCC “has fantastic growth and excellent pass rates” and that we “provide strong Apprenticeships”
- Nelson and Colne College announced as one of the 21 Maths Centres for Excellence created nationally to test and share new ways to teach students who are re-sitting the maths GCSE, supported by additional funding to develop and share best practice
- A successful T Level launch, with Nelson and Colne College being one of 50 providers selected nationally to introduce and pilot the new T level qualifications in 2020 ahead of their national roll-out, beginning delivery of the new gold-standard qualifications in Digital and Childcare from September 2020
- The Group continues to be the proud sponsor of the Pendle Education Trust, a multi academy trust, a family of 5 schools in East Lancashire delivering learning to over 1,000 schoolchildren in both primary and secondary schools
- More than 350 of our students progress to University in 2018, including Oxford, Cambridge and Russell Group universities - while others choose excellent Apprenticeship opportunities or employment

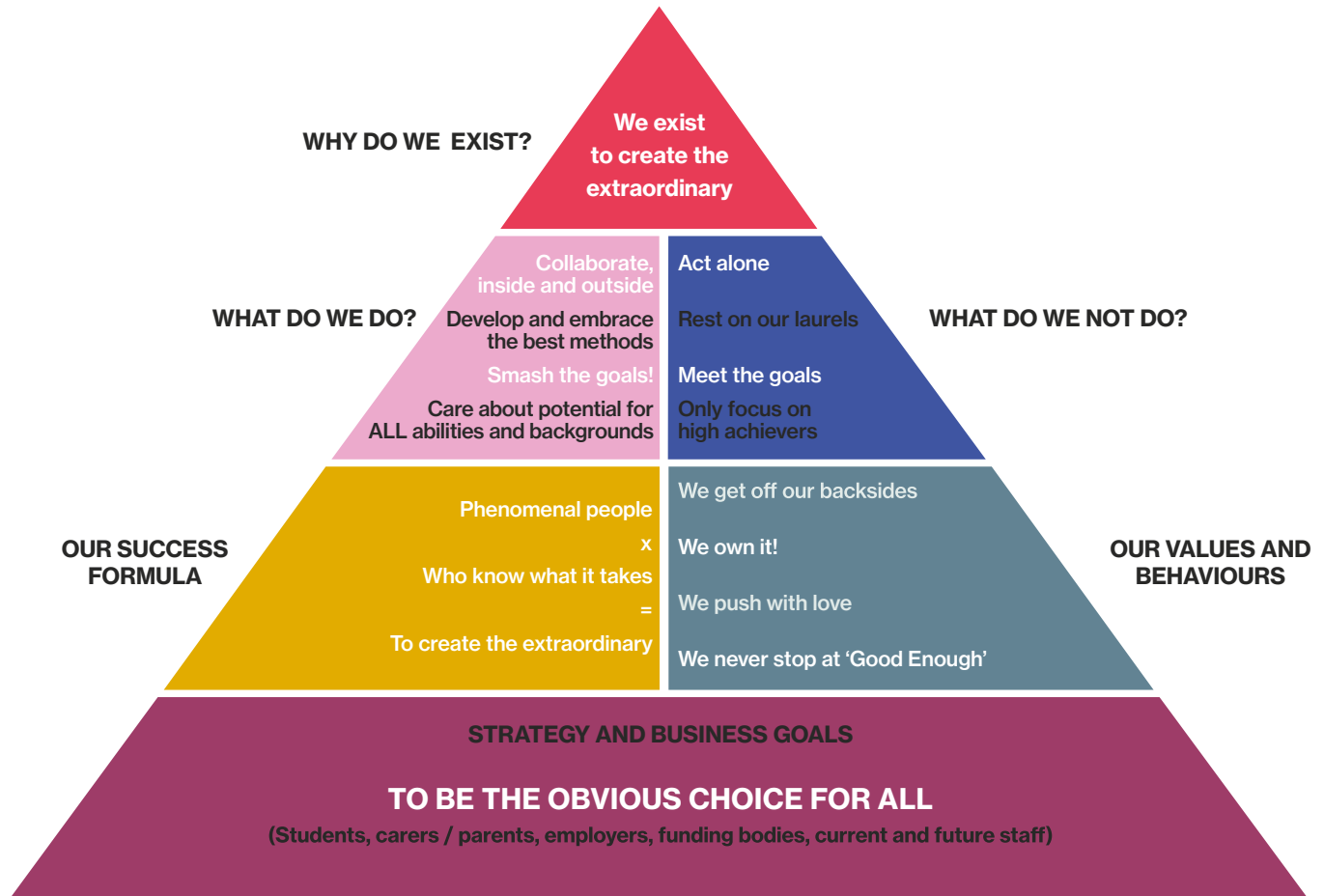
- Student awards and recognition, including: Dominika Bzdon being named as the national BTEC Sport Student of the Year; Muhammad Bilal Saleem (also a Nelson and Colne College teacher) being runner-up in the Association of Colleges' Student of the Year Awards in the adult learner category after successfully passing his PGCE through the University Centre; Accrington and Rossendale College Apprentice joiner Oliver Shipston winning the prestigious 'Institute of Carpenters' under 20s category national award; Accrington and Rossendale College student Samara Barnes being crowned 'Rossendale Woman of the Year' for her contribution to the community, praising the College for giving her the confidence, skills and opportunities to be successful, and also North West Apprentice of the Year 2019, Michael Halamicek, who is undertaking an electrical engineering Apprenticeship at the College and employed by ACDC in Barrowford
- Recognition of individual staff's commitment, impact and expertise - including LAL teacher Pam Williams being Highly Commended in the BBC Radio Lancashire Community Heroes Awards, for her work running two Work Clubs in Lancaster and Morecambe and making a huge difference to the life chances of hundreds of the hardest to reach unemployed learners with complex health problems and multiple barriers to work
- Support to motivate and inspire students to focus on their futures and gain valuable employer links through high profile events such as a series of Industry Careers Days, our Engineering Apprenticeship showcase event, plus visits from leading business people to share insight
- New opportunities taken to take LAL's provision and offer into the heart of communities, including a Healthier Fleetwood event showcasing the broad range of health and wellbeing courses that we offer, employability and careers fairs in Burnley and Pendle attracting over 200 people at each, and the LAL Family Fun Day where over 1,800 visitors joined us
- Recognition of LAL's best practice, with LAL's Talk English programme highlighted in a Government best practice case study launching a new £6m integrated communities English Language programme
- The Group's reputation, reach and excellence resulting in high profile visits in-year from DfE and also ESFA officials to explore our delivery, processes and future plans for Transition Study, upskilling of adults and LAL's innovative delivery and impact on adult's lives
- Development and launch of an innovative, new approach to professional development with a new programme in place from September 2019 to ensure teachers and trainers across all campuses are equipped with current skills, knowledge and expertise so they can deliver sustained exceptional learning opportunities for all of our learners – meaning professional development matches the organisational goals, divisional goals and addresses gaps in individual teachers and trainers' pedagogy (common tools)
- Offering expertise and support for teaching and learning and leadership by being selected as the strategic college improvement (SCIF) partner for Newcastle College Group (NCG), with feedback from the FE Commissioner team that the excellent support was 'amongst the best we have seen'
- Upskilling of our Chair, Principal and leadership team through participating in the ETF's Leadership Programmes for Chairs, Principals and future leaders
- Appointment of our Principal to the Board of the Lancashire LEP, and as the representative of English Colleges in the Government's Independent 'Commission on the College of the Future' to shape future policy and provision

### 3. Vision, Mission and Values

Nelson and Colne College Group's Vision is that:

**‘We exist to create the extraordinary’**

The illustration below outlines our success formula and the things we do that help us to deliver our vision.



Our Values and Behaviours shape our culture and reflect what is important to us. Our Vision will be delivered by ensuring staff and students alike demonstrate our values which are:





## 4. Local Context - Economy, Employment and Education

### 4.1 Lancashire

The Lancashire Enterprise Partnership (LEP) Labour Market Intelligence Toolkit (2018) sets out the current position and key challenges in relation to the economy, employment and education in the county of Lancashire and local districts within, and is a key document supporting the Group's planning.

22.2% of the working-age population in Lancashire are economically inactive, which is lower than the North West rate (24%) but remains higher than the national rate (21.7%). Of these, 30,800 residents are unemployed and looking for work and 200,100 (24%) of those who are economically inactive would like to work.

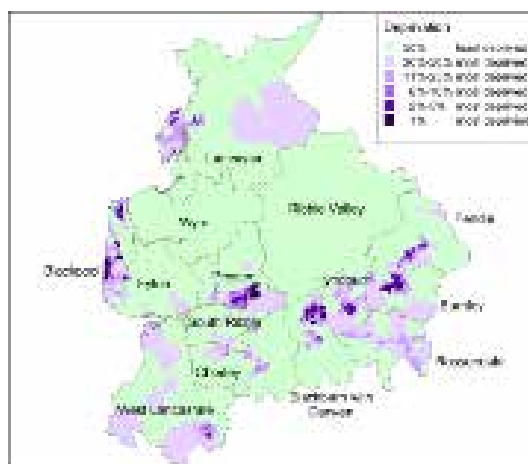
Economic inactivity in Lancashire has fallen sharply since 2015, the number of jobs and the employment rate have both increased, and unemployment has fallen significantly. However key challenges remain. The employment rate in 7 of Lancashire's Districts (Blackpool, Fylde and Wyre, West Lancashire, Blackburn with Darwen, Hyndburn, Rossendale and Ribble Valley) remains below both the Lancashire and national average. The employment rate for those aged 50+ is much lower than nationally. For Lancashire to close the gap on the national average, an additional 3,600 working age residents would need to enter employment (equivalent to a 0.5% increase).

Lancashire's population will grow in the next 10 years, however the working age population falls in this same time period and continues a declining trend. The working age population in Lancashire fell by 9,000 people or 1% between 2006 and 2016, contrasting to growth in the North West (1.6%) and at the national level (3.6%) in the same time period.

There are close links between areas of deprivation and those with low skills levels. Those with low/no skills are less likely to be in employment, and more likely to earn low wages than those with higher level skills. **Diagram 1 and 2** below demonstrate this strong correlation. The Indices of Deprivation (2015) confirmed that the following six districts in Lancashire were in the top 50 most deprived areas of the country – Blackpool, Blackburn with Darwen, Burnley, Hyndburn, Pendle and Preston.

**Diagram One**

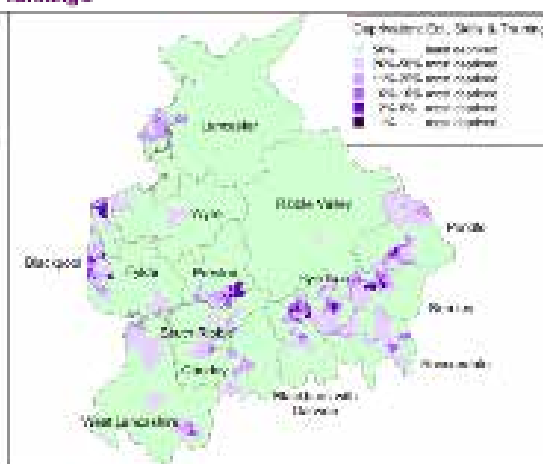
**Deprivation: Overall index rankings**



Source: Index of Multiple Deprivation

**Diagram Two**

**Deprivation: Education, skills and training domain rankings**



Source: Index of Multiple Deprivation



In terms of the health and wellbeing of people living in Lancashire, the health of the population is varied across the local authority districts with the highest proportion of poor health linked to the areas of deprivation. Deprivation is higher than the national average with 17.1% (36,500) children living in poverty. Life expectancy for both men and women is lower than the national average. The percentage of adults in Lancashire classed as obese is 22.9%. The rate of smoking related deaths was 2,247 in 2012/13 (most recently reported figures). The rate of alcohol related hospital stays was 693, worse than the average for England.

Educational attainment is mixed across the county. On average, Lancashire's pupils match the national average during primary school (Key Stage 1 and 2) – although there are significant pockets of under-performance at district and ward level. By the time of taking GCSEs, pupils in Lancashire have made less progress, on average, than those with similar Key Stage 2 results elsewhere in the country, although the proportion going into positive destinations at age 16 matches the national average.

## 4.2 Our Local Communities - Pendle, Hyndburn and Rossendale

With two College campuses in the heart of Pennine Lancashire – one in the town of Nelson and one in Accrington - the majority of learners supported by the Group are drawn from the local authority districts of Pendle for NCC and from Hyndburn and Rossendale for ARC.

	Hyndburn	Pendle	Rossendale
People living in the area	80,815	91,405	70,895
Active Enterprises	2,275	2,850	2,590

98% of businesses in the 3 districts are classed as small businesses or SMEs, employing less than 50 staff - with a high % of businesses being micro-businesses employing less than 10 employees (Hyndburn:85% Pendle:88% and Rossendale:89%).

Considering businesses by sector, the sectors with the 3 highest number of businesses across the 3 districts are wholesale and retail, construction and manufacturing. The % of businesses in these 3 sectors is well above the national average, and the % of local businesses in manufacturing in each of the districts is significant – more than double the national level.

### People and Communities

Considering overall population levels and trends, in Hyndburn, the population has been affected in recent years by negative migration, and the local area has a tendency towards the younger population and fewer people of pensionable age than is the average for England and Wales. It is estimated that between 2014 and 2039 the population of Hyndburn will actually decline by 2.5%, which is in stark contrast to the 4.4% increase expected for Lancashire, and the 16.5% rise predicted for England as a whole. The projected number of households in the district is forecast to grow by 3.6% between 2014 and 2039, the second lowest percentage increase in Lancashire, and this rate is well below the England (23.1%) and Lancashire (10.4%) averages.

Pendle's population has seen modest growth in 2001 compared to increases at Lancashire, regional and national levels. It is estimated that between 2014 and 2039 the population of Pendle will increase by just 2.0%, which is below the 4.4% predicted for Lancashire. Projected changes in the number of households between 2014 and 2039 reveal an expected increase of 9.1% in Pendle, compared against 23.1% for England as a whole.

In Rossendale, while the overall population in the district has seen some growth since 2001, it has not kept pace with increases at the national level. It is estimated that between 2014 and 2039 the population of Rossendale will increase by 8.2%, above the Lancashire outturn of 4.4%, but well below the predicted growth of 16.5% for England. The number of households in the district is projected to grow by 13.6% between 2014 and 2039 (England: 23.1%).

## School Leaver Projections

In relation to school leaver projections, all 3 districts of Hyndburn, Pendle and Rossendale see a positive % change in the number of school leavers in the time period between 2017-2021 (Hyndburn: 7.9% increase, Pendle:13.1%, Rossendale 12.3% compared to Lancashire: 9.3%) as seen below.

Area Name	2017	2018	2019	2020	2021	Change	% change
East Lancashire	6,219	6,301	6,403	6,534	6,905	686	11.0%
Blackburn with Darwen	1,901	1,960	2,006	2,010	2,108	207	10.9%
Burnley	958	1,006	993	1,073	1,150	192	20.0%
Hyndburn	954	937	981	997	1,029	75	7.9%
Pendle	1,045	1,041	1,007	1,078	1,182	137	13.1%
Ribble Valley	631	580	624	600	616	-15	-2.4%
Rossendale	730	777	792	776	820	90	12.3%
Lancashire LEP	15,581	15,307	15,809	16,426	17,034	1,453	9.3%
Leeds City Region LEP	31,053	31,660	32,444	33,732	34,329	3,276	10.5%

Growth in the number of school leavers in Pendle and Rossendale is projected to be above the Lancashire average. Burnley has the highest % growth in East Lancashire at 20%, double the Lancashire average. It should be noted that growth will start to occur in 2020 and 2021.

In relation to ethnicity, the vast majority of the population in the 3 districts identify as white. The % of the population who identify as Black Minority Ethnic (BME) in Pendle and Hyndburn is above the level in Lancashire as a whole. The largest minority

	Usual residents Total	Ethnic Group					
		White		All black or minority ethnic group		Asian/Asian British	
		Total	%	Total	%	Total	%
Hyndburn	80,754	70,778	87.6	9,956	12.3	9,007	11.2
Pendle	89,452	71,457	79.8	18,015	20.1	16,807	18.8
Rossendale	67,982	63,778	93.9	4,204	6.2	3,396	5
<b>Lancashire</b>	<b>1,460,893</b>	<b>1,320,035</b>	<b>90.4</b>	<b>140,858</b>	<b>9.6</b>	<b>114,830</b>	<b>7.9</b>

Source: Office for National Statistics, 2011 Census

## Deprivation and Health

The Index of Multiple Deprivation (IMD) is the official measure of relative deprivation for small areas in England. It considers and measures deprivation in relation to a range of factors – namely, income, employment, education skills and training, health, housing and services, crime and the living environment.

The IMD (2015) indicates that both Hyndburn and Pendle are amongst the 50 most deprived districts in England, with Hyndburn ranked 28th most deprived district in England, and Pendle 42nd out of 326 nationally.

There are significant pockets of deprivation in each of the 3 districts served by the Group. Each district has local areas at ward level (which are defined in IMD as 'lower super output areas' or LSOAs) in decile 1, meaning they are in the most 10% deprived in the country (Pendle has 16 LSOAs in decile 1, Hyndburn has 13 and Rossendale has 3).

In relation to health and wellbeing, the health of people in Hyndburn is generally worse than the England average, while in Pendle and Rossendale it is varied. Life expectancy for both men and women is lower than the England average in all 3 districts. Life expectancy is lowest in Hyndburn and varies greatly across the district – life expectancy is 12.3 years lower for men and 9.2 years lower for women in the most deprived areas of Hyndburn than in the least deprived areas of this local authority area.

The proportion of children living in low income families is above the national average in both Hyndburn and also Rossendale (Hyndburn:19%, Pendle: 16%, Rossendale: 17%, England: 16.8%).

## Employment and Economic Activity

In relation to school leaver projections, all 3 districts of Hyndburn, Pendle and Rossendale see a positive % change in the number of school leavers in the time period between 2017-2021 (Hyndburn: 7.9% increase, Pendle:13.1%, Rossendale 12.3% compared to Lancashire: 9.3%) as seen below.

**Table 1 - Employment and Unemployment Rates in Hyndburn**

All People	Hyndburn	Hyndburn	North West	Great Britain
Economically Active†	35,400	73%	76%	78%
In Employment†	34,800	71%	73%	75%
Employees†	29,500	61%	63%	64%
Self Employed†	5,300	11%	9%	11%
Unemployed (Model-Based)§	!	!	5%	5%
Economically Inactive (16-64)	13,300	27%	24%	22%
- Wants A Job	!	!	22%	23%
- Does Not Want A Job	12,800	96%	78%	77%

**Table 2 - Employment and Unemployment Rates in Pendle**

All People	Pendle	Pendle	North West	Great Britain
Economically Active†	41,200	77%	76%	78%
In Employment†	39,100	73%	73%	75%
Employees†	36,100	67%	63%	64%
Self Employed†	3,000	6%	9%	11%
Unemployed (Model-Based)§	2,100	5%	5%	5%
Economically Inactive (16-64)	12,500	23%	24%	22%
- Wants A Job	3,400	27%	22%	23%
- Does Not Want A Job	9,200	73%	78%	77%

**Table 3 - Employment and Unemployment Rates in Rossendale**

All People	Rossendale	Rossendale	North West	Great Britain
Economically Active†	33,100	79%	76%	78%
In Employment†	32,100	77%	73%	75%
Employees†	29,200	70%	63%	64%
Self Employed†	2,900	7%	9%	11%
Unemployed (Model-Based)§	!	!	5%	5%
Economically Inactive (16-64)	8,800	21%	24%	22%
- Wants A Job	2,600	30%	22%	23%
- Does Not Want A Job	6,200	70%	78%	77%

The tables above show key economic activity data for each of the 3 districts (due to small sample sizes some data has been omitted as the validity of the data cannot be guaranteed). The proportion of the population that are economically active is above the national average in Rossendale (79%), but below the national average in Hyndburn (73%) and Pendle (77%). Hyndburn matches the national rate for self-employment, whereas Pendle has the lowest comparative rate of self-employment at 6%.

Economic inactivity is above the national average of 22% in Hyndburn (27%) and Pendle (23%), with Rossendale slightly below national average rates (Rossendale: 21%).

Table 4 below shows the average earning for local authority districts in Pennine Lancashire (where the sample size is large enough to provide robust results). Total average earnings are below the national average (£23,743) in every local authority where figures are available. Total earnings are highest in Ribble Valley (£22,360) and lowest in Blackburn with Darwen (£19,191). Average earnings in Blackburn with Darwen are only marginally lower than Rossendale – and the difference in average earnings in Blackburn with Darwen and the national average of £4,552 per annum (based on 2017 figures) equates, over a 40 year working life, to earnings that are £182,000 below the national average.

**Table 4 - Average Earnings in Pennine Lancashire**

Area	Total	Male	Female
Blackburn with Darwen	£19,191	£22,999	£15,498
Hyndburn	£19,556	£22,104	£17,059
Pendle	#	#	£17,011
Ribble Valley	£22,360	£28,863	£17,971
Rossendale	£21,189	£21,623	#
North West	£21,960	£26,524	£17,798
England	£23,743	£29,237	£18,255

# Data suppressed due to small sample size and therefore statistically unreliable



## Education and Skills

Pupils sit formal tests in reading, writing and maths at the end of key stage two (KS2) when the primary school stage of education ends, and they are aged 11 years. These results are a key performance indicator for primary schools. Statistics published by the Department for Education (DfE) indicate that the attainment of pupils at the end of KS2 is lower in those areas with higher deprivation. The proportion reaching expected standard in reading, writing and mathematics is particularly low in Hyndburn (61%) and Pendle (58%), while Rossendale (68%) is above the Lancashire and England average.

**Table 5 - Primary School - Key Stage 2 Headline Indicator, 2017/18 by area of school location**

Area/District	% reaching expected standard in reading, writing and mathematics
Hyndburn	61%
Pendle	58%
Rossendale	68%
Lancashire	65%
England	64%

A new secondary school GCSE accountability system was implemented in 2016. The Attainment 8 performance measure shows the average attainment of pupils in up to 8 qualifications including English (double weighted), maths (double weighted) and further GCSEs or their equivalents. Latest DfE data for 2017/18 indicates that again, the attainment of pupils at the end of secondary school or key stage 4 (KS4) is lower in areas with the highest levels of deprivation. Pupils in all 3 districts attain below the Lancashire and national average.

**Table 6 - Secondary School Attainment - Attainment 8 by area of school location 2017**

Area/District	Attainment 8
Hyndburn	43.2
Pendle	43.7
Rossendale	45.2
Lancashire	46.7
England	46.5

Progress 8 is a further key measure for the end of secondary school - capturing the progress a pupil makes from the end of KS2 to the end of KS4 at end of secondary school. It compares pupil's achievements – their Attainment 8 score – with the average Attainment 8 score of all pupils who had a similar starting point (or 'prior attainment'). A Progress 8 score of above 0 means a school is making above average progress.



DfE data on secondary school performance shows that Accrington St Christopher's CE High School is the only school in Hyndburn with a positive Progress 8 score and the only one above the national average. Accrington Academy and St Christopher's CE High Schools are the only schools in Hyndburn with an Achievement 8 score above the national average. St Christopher's CE High school is the only school in Hyndburn where the proportion of pupils achieving Grade 5 or above in English and Maths GCSE exceeds the national average.

Three schools in Pendle achieve Progress 8 scores above the national average but all Pendle schools have below national average Attainment 8 scores. Colne Park High School is the only one in Pendle where the proportion of pupils achieving Grade 5 or above in English and Maths GCSE exceeds the national average.

## Adult Skill Levels

Analysis of the skill levels of adults (aged 19+) resident within the 3 districts, indicates that both Hyndburn (13.7) and Rossendale (18.2) have a far higher % of residents with no NVQ qualifications compared to the Lancashire (8.3) and England average of 7.8. The % of residents qualified to NVQ4+ in all 3 districts is also below that of England.

**Table 7 - Number and share of qualification levels of local population (19+)**

	Hyndburn	Pendle	Rossendale	Lancashire	England
NVQ4+	25.3	30.2	37.3	32.6	37.9
NVQ3+	49.5	53.1	58.1	53.7	56.8
NVQ2+	66.3	71.1	72.4	74.1	74.2
NVQ1+	79.3	88.4	78.5	86.5	85.5
Trade Apprenticeships	6.3	3.4	6.0	3.8	3.0
Other NVQ qualifications	7.1	8.2	3.4	5.2	6.7
No NVQ qualifications	13.7	3.4	18.2	8.3	7.8



## 5. Quality and Success

Merger brought together Ofsted Grade 1 'outstanding' Nelson and Colne College with Accrington and Rossendale College being 'good' following their latest inspection in 2018 – with a new inspection grade to be determined. Internal, rigorous self-assessment evidences the merged Group is 'outstanding', because:

- Highly effective leadership leads to sustained improvements that impacts upon learner progress
- Learners make outstanding progress on core learning aims relative to their starting points
- The proportion of learners who attain qualifications is very high
- The proportion of learners who progress to positive destinations is very high.
- Learners develop excellent personal, social and employability skills including functional skills through a broad and rich curriculum
- Learners benefit from well qualified and highly skilled teachers and assessors
- We provide a wide curriculum that meets the needs of employers, learners and addresses local and regional priorities

### Out-turn Achievement for 2018-2019

2018/19 performance is confirmed below, ahead of validation by DfE (and therefore without comparative performance of other Colleges being available. The Corporation and Leadership Team considered performance at Group level, by campus and by provision type (young people, adult, apprenticeships).

**Table 8 (a,b,c) - Headline Classroom Based Achievement 2018/19 - by campus**

#### Nelson and Colne College

Age/Level	2016/17	2017/18	2018/19	National Average 2018/19
Overall Achievement of All Ages and All Levels	93.4%	92.4%	91.9%	85.9%
16-18 All Levels	92.9%	92.6%	92.0%	82.8%
19+ All Levels	94.4%	90.5%	91.5%	89.1%

#### Accrington and Rossendale College

Age/Level	2016/17	2017/18	2018/19	National Average 2018/19
Overall Achievement of All Ages and All Levels	86.8%	89.1%	91.7%	85.9%
16-18 All Levels	80.4%	83.4%	85.8%	82.8%
19+ All Levels	89.3%	90.6%	93.5%	89.1%

#### Lancashire Adult Learning

Age/Level	2016/17	2017/18	2018/19	National Average 2018/19
Overall Achievement of All Ages and All Levels	97.4%	96.8%	98.4%	85.9%
19+ All Levels	97.4%	96.8%	98.4%	89.1%



Headline achievement by campus for young people is strong, with Nelson out-turn predicted to be close to the previous two years. Accrington achievement is showing an improving trend with predictions to exceed 2017-18 out-turn. Headline achievement for adults - LAL shows an improvement on the previous two years and Accrington demonstrates a 3 year improving trend. Nelson shows an improvement on the previous year.

**Table 9 - A Level Results**

	2016/17	2017/18	2018/19
A*-E	99.7%	98.7%	99%
A*-C	87%	78.9%	79.8%
A*-B (High Grades)	57%	53.1%	58.5%

**Table 10 - Study Programmes 16-18 Vocational**

	ARC			NCC		
	Achievement 2016/17	Achievement 2017/18	Achievement 2018/19	Achievement 2016/17	Achievement 2017/18	Achievement 2018/19
Entry	97%	94.5%	99%	99%	100%	100%
Level 1	88.5%	89%	95.5%	98%	98.5%	98%
Level 2	83%	91%	93%	91%	97%	93%
Level 3	80%	92%	94%	95%	92.5%	92.6%



**Table 11 - Adult Provision 19+ Accredited**

	19+ Achievement Rate								
	ARC			LAL			NCC		
	2016/17	2017/18	2018/19	2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
Level 1 & below	92.7	94.3	95.9	97.7	97.2	98.7	99%	99.5	95.8
Level 2	85.2	80.4	85.2	96.8	93.7	96.4	85.6	83.9	89.4
Level 3	75.1	77.9	80.0				80.4	85.9	83.7

**Table 12 - Community Learning 19+ Non Accredited Achievement Rates**

	2016/17	2017/18	2018/19
All Levels	99.8%	99%	100%
Entry Level	100%	100%	100%
No level assigned	99.7%	99.8%	100%



**Table 13 - Apprenticeships - Timely Achievement**

	Timely Achievement					
	ARC			NCC		
	2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
Achievement All Ages, All Level	58%	74.5%		82%	81%	76%
Achievement 16-18 All Levels	67%	80%		86%	85%	85%
Achievement 19-23 All Levels	60%	68%		89%	86%	73.5
Achievement 24+ All Levels	47%	73%		75%	77.5%	72.9

**Table 14 - Overall Value Added Score - Level 3**

Qualification Level	2016/17	2017/18	2018/19
A Level	2	3	2
Advanced Vocational	3	2	2

**Table 15 - Maths and English Progress**

	ARC			NCC		
	2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
English	-0.5	-0.35	0.6	0.4	0.4	0.8
Mathematics	-0.4	-0.28	0.6	0.81	0.71	1

**Table 16a - English and Maths Re-Sits 16-18 (Students with a D Grade)**

	ARC			NCC		
	2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
English	11.7%	22.2%	22.7%	47%	53%	49.3%
Mathematics	11.9%	13.2%	67.5%	22%	72%	62.4%

**Table 16b - English and Maths Re-Sits All ages**

	ARC			NCC		
	2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
English	21.7%	30.9%	25.3%	51%	54%	51.5%
Mathematics	17.6%	22.8%	67.1%	27%	74.4%	65.8%

## 6. Strategic Aims and Priorities

Key Strategic Aims and supporting Strategic Priorities have been agreed for the Nelson and Colne College Group between 2019-21. These have been developed and agreed after full consideration of the Group's performance and financial position, the opportunities and relevant risks, and action needed to deliver our commitment to offer the highest quality learning and skills provision to the learners, businesses and communities we serve.

The Group's Strategic Aims reflect and respond to key national policy, as well as priorities and plans at a national, regional and local level. The Group's Strategic Aims and Priorities reflect and will support achievement of the Lancashire Enterprise Partnership (LEP) 'Lancashire Skills and Employment Framework' 4 priorities of: future workforce, skilled and productive workforce, inclusive workforce and informed approach.

### Nelson and Colne College Group Strategic Aims 2019-2021

#### Aim One

Deliver relevant, impactful, high quality curriculum

#### Aim Two

Build a strong culture and reputation

#### Aim Three

Continue to be financially secure and maintain capacity for ongoing investment

#### Aim Four

Create extraordinary learning and working environments



# Strategic Aims 2019-2021

<p><b>Aim One</b> To deliver relevant, impactful, high quality curriculum</p>	<p><b>Aim Two</b> To build a strong culture and reputation</p>	<p><b>Aim Three</b> To continue to be financially secure and maintain capacity for ongoing investment</p>	<p><b>Aim Four</b> To create extraordinary learning and working environments</p>
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## Strategic Priorities

<p>1.1 - Design and implement <b>curriculum</b> which responds to individual, local, regional and national skills, and which increases social mobility and integration</p> <p>1.2 - Cultivate and assure consistently '<b>Extraordinary Teaching and Training</b>' experiences across the organisation</p> <p>1.3 - Implement <b>national curriculum reforms</b>, and projects designed to support high quality experiences and outcomes (T Levels, Maths Centre of Excellence, RQF etc.)</p> <p>1.4 - Develop and implement a <b>coherent Adult Skills and Professional Updating Strategy</b> incorporating ACL, professional and technical skill development, Higher Education and Work Based programmes</p>	<p>2.1 - Build a <b>strong connected workforce</b>, enjoying excellent professional development, recognition and reward, leadership, vision and values for all parts of the organisation bringing our purpose and values to life.</p> <p>2.2 - Address the <b>marketing and branding</b> needs of the newly merged organisation, securing understanding of our performance and purpose to all target groups</p> <p>2.3 - Play a <b>leading role locally and nationally</b>, developing best practice, getting involved, being socially responsible, building networks</p>	<p>3.1 - Maintain <b>strong solvency</b> and a cash generative business operation through achievement of agreement financial performance targets</p> <p>3.2 - Set and meet <b>learner recruitment and other income targets</b> across all curriculum types, and ensure delivery remains cost effective</p> <p>3.3 - <b>Financial performance and capital investment</b> programme delivery aligned to merger strategy and post-merger restructuring fund commitment.</p> <p>3.4 - Maintain effective <b>internal control and management of risk</b>, retain key stakeholder confidence.</p> <p>3.5 - Continue to seek <b>additional commercial contracts</b>, partnerships, projects and capital funding which secure greater business efficiency and investment capacity</p>	<p>4.1 - Deliver <b>highly attractive and innovative learning and study spaces</b> in line with our 'Extraordinary' cultural expectations, including effective zoning, visual symbols and signage across all campuses</p> <p>4.2 - <b>Estates masterplan</b> developed for all sites in line with curriculum ambition</p> <p>4.3 - <b>Future facing IT strategy and implementation</b>, with a high emphasis on cyber security</p> <p>4.4 - Continued investment in <b>key business systems and workflow</b>, enhancing efficiency and management information, health and safety and environmental sustainability</p>
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Delivery and impact against the Group's Strategic Priorities will be reviewed by the Corporation twice a year, including an annual refresh of the Strategic Plan at the end of 2019/20 academic year to ensure currency.

The Corporation's governance framework has identified key risks for delivery, and these will be monitored at each Board meeting through our Risk Register.



# Nelson and Colne College Group

**Refreshed Strategic Plan  
2021-2024**



# Delivering the Extraordinary

## Strategic Aims 2019-2024

<p><b>Aim One</b></p> <p>Sustain relevant, impactful and inclusive education and training across the Group</p>	<p><b>Aim Two</b></p> <p>Expand access to College programmes to deliver greater impact for individuals and the economy</p>	<p><b>Aim Three</b></p> <p>Deliver efficient financial plans to support continuous investment in our resources</p>	<p><b>Aim Four</b></p> <p>Sustain our 'Extraordinary' values and culture</p>
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## Strategic Priorities

<p>1.1 - Intent highlights:</p> <ul style="list-style-type: none"> <li>• Exceptional teaching and learning always and everywhere</li> <li>• Big Fat Maths and English</li> <li>• Right programme for each learner</li> <li>• Career focussed – employer driven</li> <li>• Destinations not qualifications</li> <li>• Wider skill development (social justice, sustainability, wellbeing, Equality Diversity and Inclusion, safeguarding, 'everyone's invited')</li> </ul> <p>1.2 - Deliver high progress, achievement and destinations</p> <p>1.3 - Embed employer expectations into well designed curriculum plans</p>	<p>2.1 - Increase school leaver places linked to high quality destinations in work and higher study</p> <p>2.2 - Extend HE offer to provide greater access to higher level study to individuals and businesses locally, aligned to need</p> <p>2.3 - Increase adult learning opportunities at all levels in community, academic, technical and professional programmes, including commercial and public funded programmes</p> <p>2.4 - Further develop awareness of college programmes and purpose regionally</p>	<p>3.1 - Achieve financial performance targets enabling continued investment in people and capital</p> <p>3.2 - Continue estates and IT investment to underpin purposeful and attractive training and education experiences</p> <p>3.3 - Create human resource plans to attract and retain people with the right skills, experience and values into appropriate roles across different provision types</p>	<p>4.1 - Place the future skills and education needs of individuals, businesses and communities at the heart of our plans</p> <p>4.2 - Collaborate widely to inform, develop and extend the impact of our investment and offer</p> <p>4.3 - Consider the wider impact of our college family on our environment and diverse communities</p> <p>4.4 - Support wellbeing and personal development across our group and community</p>
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