



STRATEGIC

PLAN

2025 - 2030

OUR VISION

LEADING INNOVATION AND SKILLS IN OUR COMMUNITIES

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Foreword

The RNN Group 2025 - 2030 Strategic Plan has a focus on Leading Innovation and Skills in our Communities.

Building on the solid foundation established in the 2022-2025 strategic plan, this plan outlines the RNN Group's ambitious vision for 2025-2030, addressing key challenges and opportunities within the evolving Further Education and skills landscape.

The RNN Group is now strategically positioned to capitalise on its strengthened financial position, optimised estate, and enhanced educational provision. Our mission, vision, and values, recently reviewed to reflect our future direction, will guide our actions as we navigate a complex and dynamic environment.

We will continue to embed a culture of collective responsibility, underpinned by the principles of Inclusivity, Integrity, Delivering, and One Team. This will foster an open and transparent culture, ensuring clear priorities and accountability across the RNN Group.

Strategic Plan 2022-2025 Overview

Our Strategic Plan was created in the development stage of the Group, with a focus on doing what was needed, meeting targets and doing them well. This has now been achieved and the Group is a solid 'Good' across all sites and in all aspects.

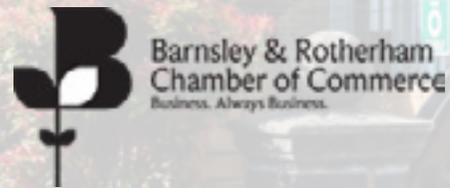
Jason Austin
CEO/Principal



Paul Lomas
Chair of Governors



Background



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

With an annual income of £50 million, the RNN Group is a leading provider of education and training, serving thousands of employers, adults, school leavers annually playing a vital role within its communities.

With a presence spanning the South Yorkshire Mayoral Combined Authority (SYMCA) and the East Midlands Combined County Authority (EMCCA) the Group's diverse portfolio includes Rotherham College, Dearne Valley College, North Notts College (including Idle Valley), the National Fluid Power Centre (NFPC), and the University Centre Rotherham (UCR).

Our dedicated team of over 800 staff supports more than 11,000 learners each year, including over 1200 apprentices. At the heart of our local communities, we contribute to economic regeneration, empower businesses to thrive and individuals to achieve career security, fulfilment, and wellbeing.

£50M

ANNUAL INCOME

800

EMPLOYED STAFF

11,000

STUDENTS

1,200

APPRENTICES

Our responsive curriculum is designed to overcome social justice barriers and unlock potential. Reinforcing our commitment to accessible higher education, the Group's University Centre Rotherham (UCR), offers a range of degree and higher-level programmes in partnership with leading universities.

The Bridge Skills Hub in Worksop, expands our higher-level skills provision in key areas such as Health and Social Care, Management & Leadership, and Digital Technologies.

Our Sites



Our Strategic Vision

2025 - 2030



Our Vision 2030

Leading Innovation and Skills in our Communities

The RNN Group will be a leading anchor institution in the Rotherham and North Notts region, empowering individuals and communities through exceptional education and training.

Our colleges and Learning facilities will be vibrant hubs, providing lifelong learning opportunities that adapt to the changing needs of individuals, employers, and society.



Our Values

Inclusion

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

Integrity

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

One Team

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

Delivery

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



Strategic Priorities

2025 - 2030

This plan focuses on the following key themes:

Skills and Learning

- Lifelong Learning
- Culture of Excellence in Foundation / Core skills
- Social Justice and Inclusion
- Career Progression
- Foster Sustainability development

People and Culture

- Succession Planning to bridge Skills gaps
- Building strong and collaborative teams
- Support Health and Well-being
- Targeted Upskilling and CPD
- Reward and Recognition

Innovation and Growth

- Commercial Income Growth
- Inspire STEM Learning
- Embrace Emerging Technologies
- Prepare for the Future of Work
- Digital Transformation

Place in the Community

- Anchor Institution for Community Engagement
- Skills Development
- Build Partnerships with Industry
- Drive Regional and National Impact Through Skills Development
- Tackle Health and Well-being Challenges

Skills and Learning

Lifelong Learning

Expand access to inclusive lifelong learning opportunities for adults by offering flexible, accessible, and diverse learning pathways, focusing on upskilling and reskilling to meet evolving economic and social needs.

Culture of Excellence in foundation / core skills

Foster a culture of excellence through targeted interventions, innovative teaching practices and robust support structures to improve learner outcomes and confidence in foundation and core skills programmes.

Social Justice and Inclusion

Increase educational opportunities and attainment levels for underserved and hard-to-reach individuals and communities by addressing barriers to learning and fostering an inclusive, supportive environment, providing equity in education.

Career Progression – Higher Skills Pathways

Inspire all learners of all ages to pursue future-focused careers by creating clear pathways to advanced training, apprenticeships, higher education and jobs in high-demand industries, while also developing their leadership skills.

Foster Sustainable Development

Embed sustainability and environmental literacy within all curriculum areas and training programmes.

People and Culture

Succession Planning to Bridge Skills Gaps

Develop and implement a comprehensive succession planning strategy to address skills shortages, ensuring a pipeline of highly skilled staff to sustain and enhance growth within the RNN Group.

Build strong and collaborative teams

Focus on the group vision and shared goals within a culture of trust and respect, clear and open communication, collaboration and shared responsibility, investment in leadership and team growth consistently monitoring and evaluating team effectiveness to maintain a successful environment for both staff and students.

Supporting Health and Wellbeing

To promote healthy lifestyles by providing resources, training, support, creating a culture of self care, resilience and openness that has a positive impact on the health and wellbeing of our staff.

Targeted upskilling and CPD

Create a culture of continuous learning by providing staff with access to specialised high-quality professional development opportunities, fostering a growth mindset, and supporting the application of new skills in the workplace.

Reward and recognition

Develop and implement a comprehensive award and recognition programme that values and awards all staff contributions and acknowledges and celebrates staff achievements, contributions, and commitment to excellence.

Innovation and Growth

Commercial Income Growth

Increasing commercial income through enterprise activities, partnerships, and innovative approaches to sustainability allowing RNN Group to reinvest in and improve our educational offer, upgrade facilities and expand success beyond that covered by traditional funding, enabling the group to better meet the needs of students, employers and the wider community, ensuring the Group's long term sustainability and responsiveness to evolving economic demand.

Inspire STEM

Encourage learners, especially from underrepresented groups, to pursue STEM fields to address the critical and growing demand for STEM skills in the economy and ignite passion for innovation and technological advancement.

Embrace Emerging Technologies and Sustainability

Integrate emerging technologies and sustainability across the curriculum so that students gain skills in areas such as AI, renewable energy and green technologies. Invest in infrastructure and resources as well as upskilling staff in their evolving areas. Contribute to regional sustainability positioning the group as a hub for innovation and a champion of environmental responsibility.

Prepare for the Future of Work

Develop an agile and future forward curriculum that integrates digital literacy, critical thinking, problem solving and creativity alongside strong partnerships with local employers in the Rotherham and North Notts areas to understand evolving skill demands. Ensure that schools and communities are well prepared for the dynamic and technological landscape of the future workforce.

Digital Transformation

Invest in robust and sustainable Digital infrastructure. Focus on developing the digital skills of staff and students, creating a culture of innovation and experimentation with new technologies alongside strong partnerships with tech industries.

Place in the Community

Anchor Institution for Community Engagement

Position the RNN Group as a cornerstone of the community, as a partner of choice, actively working with stakeholders to address regional priorities, new policy, devolution and drive social and economic development.

Skills Development – Meeting Sector Demands

Align educational offerings with STEM, Health, Digital, and emerging sector demands, ensuring all learners, regardless of background, gain relevant work skills. Provide training in AI, green technologies, essential employability skills, and future-focused digital expertise.

Build Partnerships with Industry

Collaborate closely with industries to address workforce shortages, improve productivity, and prepare a skilled workforce for future challenges including staff shortages, supporting leadership development programmes, and nurturing a culture of innovation and collaboration.

Drive Regional and National Impact through Skills Development

Equip individuals with the skills needed to support regional and national initiatives, fostering economic growth and resilience.

Tackle Health and Well-being Challenges

Play a key role in addressing the health and mental health challenges facing young people and adults through targeted education and support initiatives that strengthen social and health awareness.

Our Commitment

Under each of the four key themes in the plan we have a commitment to each area.

This Strategic Plan will be reviewed and updated annually or more frequently as needed to ensure its continued relevance and effectiveness.



Skills and Learning

Our Commitment

Future-Focused Skills Development and Progression

We will prioritise equipping both young people and adults with the specific skills demanded by future careers. This includes providing excellent teaching and learning opportunities with a clear emphasis on skills development and well-defined progression pathways.

High-Quality Resources and Infrastructure

We will ensure learners have access to high-quality, industry-standard resources and equipment. This is underpinned by strategically optimising the College estate and investing funds from asset sales back into these resources and facilities, alongside developing a sustainable investment strategy for ICT infrastructure.

Demand-Driven Curriculum and Employer Partnerships

We will develop and deliver new, market-ready courses that are directly aligned with local skills priorities. We will grow strong employer relationships to co-design and deliver the curriculum, ensuring provision meets current and future needs. This also includes the continued development and implementation of T level programmes and development of Lifelong Learning and Flexible Learning programmes.

Inclusive and Supportive Learning Environments

We will create vibrant and inclusive spaces that are welcoming and offer supportive learning environments for all students. This also includes building a 3-year curriculum plan that specifically supports SEND, vulnerable learners and those at risk of becoming NEET, addressing the challenges of core skills programmes in English and math, and enhancing partnerships with external support agencies to address mental health challenges. We will offer a guaranteed appropriate offer of an enrolment for all Care experienced children and young people in the local area.

Strategic External Collaborations for Opportunity

We will continue and enhance our strategic partnerships with tech companies and higher education partners. This will promote social mobility and expose learners to cutting-edge industry practices and further/higher educational opportunities.

Skills and Learning

Monitoring Success

Lifelong Learning Opportunities

Number of Adult Learners Enrolled in Continuing Education Courses. We will measure the Group's success in providing learning opportunities for adults in the community, supporting their ongoing personal and professional development.

Fostering a Culture of Excellence in Core Skills

Percentage of Students Achieving or Exceeding Expected Levels in English, Math's, and Foundation Programme Qualifications. We will track the Group's effectiveness in equipping students with essential skills, focusing on the attainment of higher grades and exceeding expectations.

Social Justice and Inclusion

Increase in Enrolment and Attainment Rates of Students from Underrepresented Groups. We will measure the Group's impact on social justice by monitoring the progress of students from disadvantaged backgrounds.

Career Progression and Higher Skills Pathways

Percentage of Students Progressing to Higher Level Qualifications or Higher-Skilled Employment. We will assess the Group's role in facilitating students' upward career trajectory, capturing the proportion of students who move on to more advanced studies or secure employment in higher-skilled roles.

Fostering Sustainable Development

Percentage of Programmes Embedding Sustainability and Environmental Literacy. We will measure the Group's commitment to environmental responsibility by assessing the extent to which sustainability and environmental literacy are integrated into the curriculum across all programmes.



People and Culture

Our Commitment

Cultivate a Positive and Collaborative Workplace

We will embed a consistently positive and rewarding work environment for all staff. This includes creating a warm, collaborative, fun, and welcoming atmosphere where mutual support thrives.

Invest in Staff Development and Well-being

We will prioritise the development of all staff through a structured Continuing Professional Development (CPD) program and comprehensive support mechanisms. This also includes supporting teachers in effectively integrating virtual and augmented reality, online learning apps, and immersive learning technologies into their practice.

Promote Progression and Leadership

We will place a strong emphasis on providing clear progression opportunities and robust succession planning within the Group and implement a comprehensive leadership development programme to nurture talent at all levels.

Ensure Transparent Pay and Recognition

We will develop and implement a transparent approach to pay and recognition, underpinned by a clearly communicated and agreed Pay Policy.

Embed Engagement and Shared Ownership

Governors and senior leaders will be actively involved in the daily life of the Group. Participation in events and routine engagement with both staff and learners, will support a sense of shared ownership and community.



People and Culture

Monitoring Success

Succession Planning to Bridge Skills Gaps

Percentage of Key Leadership and Specialist Roles with Identified and Developing Successors. We will measure the proactive approach the Group is taking to ensure continuity and address potential skills gaps providing development opportunities.

Building Strong Collaborative Teams

Average Team Satisfaction Score Related to Collaboration and Communication. We will assess the effectiveness of the Group's efforts to develop strong teamwork through regular staff surveys that include specific questions about team dynamics, communication effectiveness, and the level of collaboration experienced within and across teams.

Supporting Health and Well-being

Staff Absence Rate Due to Illness and Stress. We will measure the impact of the Group's health and well-being initiatives and assess the effectiveness of support mechanisms in promoting a healthier and more positive working environment.

Targeting, Upskilling, and CPD

Average Number of CPD Hours Completed per Staff Member Aligned with Strategic Priorities. We will measure the engagement of staff in continuous professional development activities that are strategically aligned with the Group's goals and the identified skills gaps.

Reward and Recognition

Percentage of Staff Reporting Satisfaction with the Fairness and Impact of Reward and Recognition Schemes. We will assess the perceived effectiveness and fairness of the Group's reward and recognition programmes, measured through staff surveys.

Innovation and Growth

Our Commitment

Digital Transformation for Enhanced Learning and Efficiency

We will embrace digital technologies to enhance both teaching and learning experiences, as well as streamline administrative processes. This includes investing in digital infrastructure and developing staff digital skills, and enhancing online and blended learning opportunities.

Financial Sustainability and Growth

We will maintain robust financial health by rigorously monitoring financial strength and actively pursuing opportunities to secure funding and strategically expand provision to meet evolving needs.

Green Skills and Sustainable Development

We will promote and embed sustainable development across the Group. This involves actively developing skills for green jobs, collaborating with stakeholders on a comprehensive sustainability and carbon reduction strategy, working towards achieving net-zero and biodiverse campuses, and developing and implementing a comprehensive Sustainability Strategy.

Future-Oriented Curriculum Development

We will develop new provision in modern construction methodologies, digital construction, and green technologies. Introduce a strategy to develop resources for creative sector programmes and develop a range of modules aligned to the Lifetime Skills Guarantee.

Proactive Opportunity Seeking and Recognition

We will proactively horizon scan to identify and seek new opportunities that can enhance services and support to learners and the wider community. Proactively bid for grant funds that allow investment in priority areas such as construction skills, engineering, digital, and green energy technologies. Continue to engage in skills competitions and regional and national awards to celebrate the achievements of learners and staff.

Innovation and Growth

Monitoring Success

Commercial Income Growth

Year-on-Year Percentage Increase in Commercial Revenue. We will measure the Group's success in generating income from sources other than traditional funding, such as business partnerships, training programmes, and facility rental income.

Inspiring STEM

Percentage Increase in Student Enrolment in STEM Related Courses. We will track the Group's success in attracting students to Science, Technology, Engineering, and Mathematics (STEM) fields.

Embracing Emerging Technologies and Sustainability

Percentage of Courses Incorporating Emerging Technologies and Sustainable Practices. We will measure how well the Group is integrating new technologies and sustainability principles into its curriculum.

Preparing for the Future of Work

Percentage of Leavers entering employment or Further/Higher Education in Future-Growth Industries. We will assess the Group's effectiveness in preparing students for the changing job market, tracking the percentage of graduates who progress to employment or further study in sectors with high growth potential (e.g., renewable energy, AI, healthcare).

Digital Transformation

Percentage of Community-Focused Services Digitised and Local Stakeholders Trained in New Digital Systems. We will measure the Group's progress in adopting digital technologies to improve efficiency and enhance services for the local community.

Place in the Community

Our Commitment

Strengthened Employer Partnerships for Growth and Innovation

Deepen relationships with employers to collaboratively develop curriculum and provide tailored support for business growth, innovation, and future workforce planning. Act as a strategic advisor to help businesses navigate local and regional challenges.

Curriculum Aligned with Community Needs

Develop a curriculum that prioritises the skills needs of local people, and enhance the Group's Higher Education and Adult Education offer to provide accessible pathways for lifelong learning.

Enhanced Community Connectivity

Build on existing networks to become better connected to the communities served. Act as a key contributor to educational partnerships and initiatives across the region, sharing best practice, resources, and skills, and actively support local and regional Groups.

Stronger Partnerships with Schools

Further strengthen partnerships with local schools, including specialist providers, to ensure a smooth transition for all students and provide targeted support for those with SEND needs.

Active Community Engagement and Advocacy

Explore new opportunities for staff and student volunteering within local communities. Continue to strengthen relationships with local MPs and other community leaders, promoting the role of FE to the wider community.



Place in the Community

Monitoring Success

Anchor Institution for Community Engagement

Percentage of Local Community Initiatives Supported by the College. We will measure the Group's active involvement in and support of initiatives that benefit the local community. This includes providing resources, facilities, or staff expertise to community projects.

Skills Development to Meet Sector Demands

Percentage of College Programmes aligned with Regional and National Skills Shortages. We will track how well the Group is adapting its curriculum to address the specific skills needs of various sectors, based on robust labour market data and employer feedback.

Building Partnerships with Industry

Number of Active Partnerships with Industry Employers. We will measure the extent to which the Group collaborates with businesses. Active partnerships include those that involve ongoing collaboration, such as work placements, curriculum development, or joint projects.

Driving Regional and National Impact Through Skills Development

Increase in the Number of Students Gaining Employment in Priority Sectors. We will measure the Group's contribution to the regional and national economy by evaluating the employment outcomes of its students in key sectors.

Tackling Health and Wellbeing Challenges Through Targeted Education

Number of Students Enrolled in Courses Related to Health and Well-being. We will measure the Group's direct contribution to addressing health and wellbeing challenges in the community through educational offerings. This includes courses on mental health, nutrition, healthcare, and social care.

STRATEGIC PLAN

2025 - 2030



**Rotherham College
North Notts College
Dearne Valley College
and
University Centre Rotherham**

Part of
RNN GROUP



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