



Lancaster &  
Morecambe  
College

Celebrating 200 Years of Learning

# Strategic Plan

2021-2026



## OUR PURPOSE:

Transform lives and communities

## OUR CORE VALUES:

Collaborative • Inclusive • Aspirational



**Daniel Braithwaite**  
Principal and CEO



**Hilary Fordham**  
Chair of Governors

**94%**

*of students rated the teaching on their course as good or better*

## Introduction

It gives us great pleasure to share our updated Strategic Plan which will guide us towards 2026. So much has changed since our Strategic Plan was originally developed in 2021, and now is a perfect time to revisit and refresh our ambition for the future. The College and its reputation have grown locally, regionally and nationally as evidenced by the increase in full time enrolments, involvement in key infrastructure projects, funding initiatives and recognition through awards and accolades.

We are a dynamic and high quality provider of further, higher and work-based education and training, offering full time, part time and apprenticeship courses. The College employs over 300 talented and dedicated staff who are professionally qualified, supportive and care passionately about the success of our students. The College offers a comprehensive vocational provision to meet the needs of the community and stakeholders it serves. Curriculum is employer led in line with national, regional and local priorities.

These include priority sectors of:

**Health & Care • Engineering, Energy & Construction • Technology  
Food • Life Sciences • Tourism • Hospitality**

LMC plays a significant role in the lives of thousands of students, the local community and a diverse range of businesses each year; we are committed to ensuring the best quality education for all.

LMC is a fantastic place to learn and work. We are a College that employers want to work with, where learners want to study, and where staff want to work. This Strategic Plan builds on our strengths and characteristics, sharing clarity and focus towards our goal of being an outstanding provider of education. Over the remaining period of this Plan. We will work in partnership to enhance our provision and services by placing employers at the heart of our curriculum and continuing to transform the lives of our learners and communities.



As we make progress, we will embrace our shared values, be proud of our contribution and enjoy our work. A valued and engaged workforce is essential to achieve our strategic ambitions. The next two years presents a wealth of opportunity which we are well placed to exploit. I look forward to working in collaboration with you all during this exciting period for our college.



We have highly qualified staff with industry experience and knowledge whose focus is on supporting and ensuring our learners receive a high quality experience. We deliver high standards of education and training as evidenced by our Ofsted 'Good' inspection rating and outcomes consistently above national comparators.

We will continue to respond positively to the Government priorities with Further Education fundamental to improving social mobility to get people into good employment, with great prospects for jobs of the future.

LMC is also aligned to the Government's 'Levelling Up agenda' and optimising the benefits of project based funding.



Sustainability joins digitalisation and globalisation as a major disruptor and opportunity for our community. We have a duty to ensure future generations have a sustainable environment, and the wider skills required to be resilient in a fast changing world.

We have to ensure we are not just qualitatively sustainable, but also financially resilient and sustainable and this requires a reset based on the dramatic changes to our context and priorities.

Mindful of the cost of living crisis, financial pressures for all, and imperatives for a carbon neutral estate, we need to carefully critique and innovate, to balance financial pressures for us, and our community, with creating a sustainable future for all.

This is an exciting time at LMC; we have ambitious plans together with the passion, drive, and commitment needed to navigate the journey ahead. We look forward to working with our partners, our communities, our students, and our staff team to realise these plans.



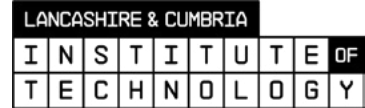
“ Lessons are taught really well. Student support is really helpful. The college atmosphere is good

Stop & Ask Survey, April 2024  
with full time learners

## Key achievements over the past two years:

### Member of IoT

We have joined with partner colleges from across the region to offer a range of higher-level technical courses, as part of the Lancashire & Cumbria Institute of Technology.



## T-LEVELS

### T Level Introduction

We've successfully introduced the T Level qualification within 5 subject areas; Animal Management, Engineering, Health, Child Education and Business.



### LSIF Projects

The Lancashire Skills Improvement Fund funded two main projects; Farm to Fork and Skills for Sustainability. The fund provided excellent improvements for our facilities.



Funded by UK Government



### Careers Awards

We were presented with a Careers Excellence Award at the House of Lords in March 2024, for our contribution to Building Future Skills for our local area.



### Satisfaction Rates

We've received fantastic academic achievement and learner satisfaction rates with our pass rates for 16-18 learners at all levels exceeding the national average.



8%

Above the national average for Level 2 achievement rates

“Successfully completing my courses with good grades has been a massive achievement for me!”

### Student Success

Our students have won many awards this year including :  
Lancashire Apprenticeship Awards



### Turing Scheme

We've enabled students from a variety of courses to enhance their employability skills abroad; from New York and Canada to Mexico and Spain.



TURING

SCHEME



### MBC & Eden Project

As an integral partner of the Morecambe Bay Curriculum, we have been responsible for its governance and ensuring the project has the resources to serve our community.



# Culture, Values and Underpinning Behaviours;

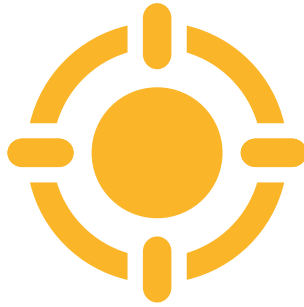
Our staff, students, Governors and wider stakeholders have identified the values that we believe should drive the College through the period of this Strategic Plan. These values, define the ethos, culture and behaviours of the College, our staff and students



## Collaborative

Agreed behaviours

- Work together to maximise opportunities
- Build strong and productive relationships
- Support each other to achieve shared goals
- Communicate in an honest and trustworthy manner
- Learn from each other



## Inclusive

Agreed behaviours

- Listen and value the views of others, demonstrating mutual respect and empathy
- Create a welcoming, safe and supportive environment
- Promote a sense of community, belonging and pride in place
- Champion equality, diversity and opportunity for all



## Aspirational

Agreed behaviours

- Lead by example, role modelling high standards
- Celebrate progress and achievement
- Take responsibility and be accountable
- Embrace new challenges confidently
- Continually strive to improve



“ I have made some great progress and feel like I am in a better position to follow on to higher education

Stop & Ask Survey, April 2024  
with full time learners





93%

*of students said that they had made good progress for their next steps including another FE course, moving onto HE or into employment*



### Three Strategic Drivers:

Our key College initiatives annual objectives and performance measures will always align with three Strategic Drivers which underpin the purpose and direction of the College over the next five years. We will approach each of these drivers with vision, understanding, clarity and ambition. The main focus and key elements making up each driver may shift over the course of the plan, however the three drivers of **People**; **Place** and **Progress** will be our constants.





## PEOPLE

- **Opportunity for all** – an accessible and aspirational ladder of opportunity, ensuring no one is left behind and all are stretched and challenged to excel.
- **Safer College Community** – a respectful, inclusive, welcoming and safe space to work, learn and thrive with high expectations of all
- **Workplace Wellbeing** – recruit, retain and develop an outstanding, fulfilled and determined workforce
- **Clear Career Pathways** – high quality technical education which drives progress, skills, ambition and talent toward sustainable and fulfilling careers
- **Developing Resilience** – supporting our students, communities and employers to respond positively to societal change

**SAFER** College  
community



## PLACE

- **Collaboration** – As an anchor institution, we are ambitious in our contribution to be employer led and community focused. We base partnerships upon creating significant new opportunities and developing curriculum in response to skills priorities.
- **Lifelong Flexible Learning** – excellent learning available to all, delivered in a manner to meet the needs of the learner
- **Place-based Curriculum** – understanding, celebrating and valuing the special place where we live, learn and work. Supporting place-based curriculum initiatives to enhance and protect the district's diverse and unique environment
- **Environmental Stewardship** – embracing Climate Change with high expectations and vision to drive down energy use and educating behavioural change to create ambassadors for future workplaces



## PROGRESS

- **Responsive to Need** – effectively addressing the evolving needs of our students using thoughtful evidence-based approaches
- **Income Growth** – Prioritising ethical, sustainable and ambitious income growth to reinvest, improve financial resilience and realise infrastructure improvements
- **Supporting Local Employers** – supporting diverse, entrepreneurial and sustainable local businesses
- **Technology and Digital Development** – delivering outstanding skills for future jobs, nurturing innovation and creativity
- **Local Sectors for Growth** – celebrating the district's unique specialist industries; supporting tenacity, enterprise and high-quality skills for the businesses of the future

# Strategic Objectives:



## PEOPLE

- A diverse student body will feel **respected and safe**, learner satisfaction in these aspects will be **95% or above**.
- High expectations of all learners will be demonstrated by:
  - Over **90% attendance**,
  - 90% will achieve or exceed their own target grades,
  - Achievement rates will be above national rates at all academic levels.
- All learners and apprentices will have **skills-based targets** against their own starting points. Significant skills progress will facilitate at least 95% positive progression into employment or further study.
- **Opportunities for apprentices** will grow by 20% aligned with local business needs, including higher level apprenticeships. Work-based achievement rates will be above national rates at all levels by a minimum of 5%.
- Learners, Apprentices and wider stakeholder **satisfaction will be 90% or above**.
- Achieve 100% compliance with staff onboarding, probation reviews and appraisal expectations; **all staff have annual targets** which are supportive of our strategic objectives.
- **Maintain staff turnover at maximum 18%**, excluding fixed term contracts and redundancy; **maintain annual overall sickness absence below 3.5%**, through effective engagement with Occupational Health Services, Wellbeing initiatives and robust absence management support.



## PLACE

- Growth of local demographics and improved market share will enable **5% growth** each year for full time learners aged 16-18
- **Utilise 100% of Adult Education Budget** to meet local community skills needs.
- The College will be centred at the heart of local **place-based education and partnership** through leading the Morecambe Bay Curriculum, ensuring clear career progression routes from early years through to sustainable careers.
- As a business, the College will aim to **reduce current Scope 1 emissions by at least 35% by 2030**, and to have significantly reduced wider environmental impact and local influence in the meantime in relation to Scope 2 and 3 emissions.
- **100% of College curriculum areas will address issues of sustainability** and environmental impact, ensuring learners and apprentices emerge as future environmental/sustainability ambassadors in their chosen industries.
- The College's emerging specialisms in **Low Carbon Energy, Renewables** and **Retrofit, Health** and **Eco Education Tourism** will support local entrepreneurship and employment opportunities.





## PROGRESS

- Based on excellent learner progress and innovative teaching and learning, all provision will self-assess as **'good'** or better (with 50% 'outstanding'), including provision for high needs learners.
- **Apprenticeship achievement** will meet or **exceed 67%**.
- Provision will remain employer-led through regular and **impactful Employer Engagement** enhancing opportunities and currency of offer in all curriculum subject areas. Employer satisfaction with provision will be high, evidenced by a rating of over 90% in Employer Surveys.
- **More than 50% of learners retaking GCSE English or mathematics** alongside their main programme **will improve by at least one grade**, whilst 60% of adults taking GCSE English or Maths will achieve grade 9 to 4.
- Maintain **ESFA financial health rating of 'good'**. The College will not incur long term debt and will maintain at least 70 cash days in hand, maintaining a current ratio of at least 1:5.
- There will be no substantial achievement or progression gaps between students based on their gender, ethnicity, disability or other protected characteristic. All **achievement and progression variations gaps will be monitored** and timely intervention strategies implemented through effective quality improvement plans.
- **Innovative teaching and learning**, evolving working practices and ambitious expectations will further embrace technology to increase accessibility and inclusive progress, reduce travel and develop future skills across the wider college community.
- **80% of our learners and apprentices will be following programmes aligned to identified local priorities.**



Thanks to this course I'm one step closer to my chosen career and have met some like-minded people!

Stop & Ask Survey, April 2024 with full time learners





**94%**

*of students rated the student support including pastoral, careers education, information, advice and guidance (CEIAG) and student money as good or better*

In preparing this strategy, we are grateful for the involvement and contributions of the following:



LMC staff teams • LMC student body • LMC governing body

Lancaster & Morecambe Headteachers

Local employers • Local MPs







Lancaster &  
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College

Celebrating 200 Years of Learning

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