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OUR VISION FOR MAIDSTONE AND MEDWAY



STRATEGIC PLAN 2020-2030

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MEDWAY CAMPUS

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MAIDSTONE CAMPUS

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www.midkent.ac.uk



**MidKent
College**



INTRODUCTION

- We are pleased to present this strategic plan for MidKent College. In this document, we set out an ambitious plan for the next ten years, which will support the College group to achieve our vision for 2030.

MidKent College, in various forms, has existed for over 100 years and supports around 7,000 students annually to acquire the skills and training they need to take their next steps, be that in further study or employment. Our mission and purpose is as follows:

- *MidKent College will provide high-quality technical education and training, to drive the ambitions and prosperity of the communities of Medway, Maidstone and surrounding areas, working in partnership to ensure our students have the skills and qualifications for the changing world of work.*

Along with our own specialist training company, MKC Training Services, that provides specialised skills training in construction and engineering, our two campus locations in Maidstone and Medway exist to serve these communities and support local economic prosperity. Having been rated "Good" by Ofsted in 2018, and with Outstanding financial health, we are now in a position of strength to set out our strategic plan for the next 10 years, which focusses on the following strategic priorities:

- > **Community** - MidKent College will contribute to the transformation of the communities of Medway, Maidstone and the surrounding areas through working collaboratively to raise aspirations
- > **Education** - MidKent College will be the first choice locally for high-quality technical education and training delivered by industry practitioners
- > **Economy** - MidKent College will contribute to the prosperity of the local economies of Medway, Maidstone and surrounding areas, and horizon-scan to ensure we operate in a way that is financially sustainable
- > **Digital Transformation** - MidKent College will be a pioneer for the adoption of technology in teaching, learning and assessment and across our business operations

- > **Equality, Diversity and Inclusion** - MidKent College will be a welcoming and supportive environment for our staff, students and communities where people from different backgrounds can achieve their potential
- > **Sustainability** - MidKent College will be a mindful and considerate organisation that evaluates and mitigates the impact of its operations on the local and global environment
- > **Workforce** - MidKent College will be recognised as a first-choice local employer that invests in the training, working environment, and welfare of its staff.

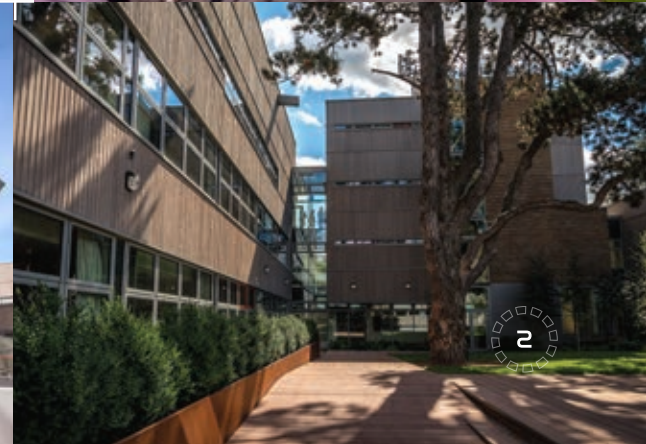
We will achieve our vision by focussing on ensuring all programmes that we deliver are high-quality, increasing student volumes so we can operate at scale, and considering strategic opportunities to diversify and innovate. This includes working with our subsidiary companies to ensure that our financial position is sustainable for the future, allows us to do what is right for the local community, and look at opportunities to drive positive change.

Partnerships are critical to what we do. We recognise that our future plans cannot be delivered without working in partnership with other key local stakeholders who have a shared vision for transformation in our communities. In this strategic plan we are committing to working closer together with our partners, both current and future, to ensure that our students and staff have access to all of the benefits these partnerships bring, including industry placements and employment.

This document details our strategic priorities, and how we will deliver on our vision. Some elements of this plan may update over time, for example as new policies are implemented such as T-Levels, which we are excited to be delivering from 2022, or as the economic priorities of the region develop. To ensure we remain adaptable to change, progress against this strategic plan will be overseen by the MidKent College Governing Body.

Signed,
Executive Team and Governing Body
MidKent College

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WHAT DRIVES US

OUR MISSION

- MidKent College will provide high-quality technical education and training to drive the ambitions and prosperity of the communities of Maidstone, Medway and surrounding areas. We will work in partnership to ensure our students have the skills and qualifications for the changing world of work.

OUR VISION

- We will be known as an outstanding provider of high-quality professional and technical education and training, by reputation and by results. This will provide students with the skills they need for the future, raising the aspirations of the communities of Medway and Maidstone and surrounding areas. We will be the destination of choice for students, staff, parents, employers and the community. Our education and training will be delivered by skilled, passionate and inspiring industry practitioners, and we will build strong relationships with key partners to equip individuals who come to the College with skills to take their next steps in employment.

To achieve this, we will operate our two key campuses in Maidstone and Medway, and our subsidiary companies, in a manner which ensures financial stability.

MIDKENT COLLEGE,
IN VARIOUS FORMS,
HAS EXISTED FOR
OVER 100 YEARS

OUR VALUES

MidKent College's Core Values are the driving force behind improving teaching, learning and assessment at the College. The purpose of our values is to set the expectations we have of our staff, students and partners.

At MidKent College, we are driven by:

RESILIENCE
PURPOSE
PASSION
PRIDE

These values help us to deliver learning through enabling students and staff to exhibit the right:

BEHAVIOURS
MINDSET
PEDAGOGY

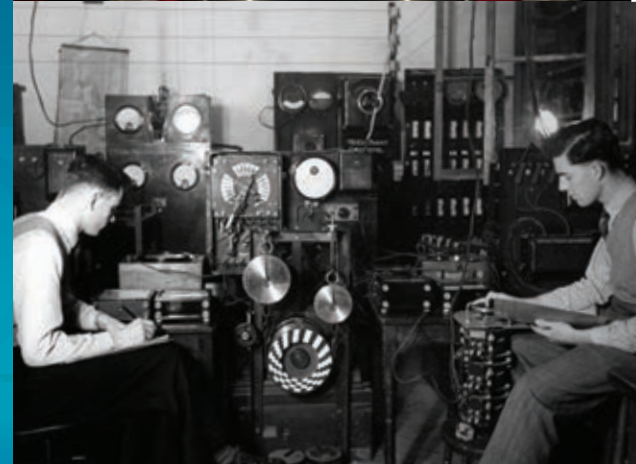
PUBLIC VALUE STATEMENT

MidKent College is an institution at the heart of its local community, assisting individuals and groups to become the best they can be. We believe that education can and should be life-changing and inspirational. The Governors and staff of MidKent College seek to be the best we can be to ensure that we help to make this a reality in the communities that we serve. The College is not only here to provide the very best education and training for students, but is an asset for the benefit of our wider community.



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BACKGROUND TO MIDKENT COLLEGE & CURRENT CONTEXT

OVERVIEW OF MIDKENT COLLEGE

MidKent College is in a strong position as we look forward to the next 10 years. Our College is led by an experienced Governing Body and Executive team who are committed to leadership of the College through robust operational strategies. We have been rated 'Good' overall for quality by Ofsted and are a financially sustainable organisation with outstanding financial health.

In Maidstone, Medway and the surrounding areas, there is a growing local population with demand for technical skills. Across both of our campuses we offer more than 20 subject areas ranging from Art & Design to Motor Vehicle with programmes and courses from level 1 up to level 6, apprenticeships and higher education (HE). These programmes are taught at our two campuses in Maidstone and Medway with state-of-the-art buildings and facilities. We are committed to maintaining these facilities to the highest standards and have a comprehensive programme of investment to ensure they reflect industry standards. This includes welcoming social zones, large Learning Resource Centres and top-quality laboratories and workshops.

THE FUTURE OF EDUCATION AND TRAINING

- Further education (FE), and the education sector more broadly, is in a period of disruptive change. This is driven by a range of factors including the future of work, the increasing role of digital technology, sustained financial challenges, and an active policy agenda. These macro factors are shaping the role of providers, and the expectations of students and employers in a rapidly changing landscape.

To remain responsive to these issues and themes as they emerge, it is critical that providers work collaboratively with key partners in their local communities, including schools, employers, Local Authorities and LEPs.

PERSONALISED AND DISTANCE LEARNING



As is increasingly the case in HE, there are trends moving towards personalised learning for some courses, where Virtual Learning Environments (VLEs) can support personalised or specialised curricula with digital resources.

Recommendations from the FE Learning Technology Action Group suggest that publicly funded learning programmes in FE should include significant online elements (up to 50%).



NEW COURSES AND SKILLS



Research from the McKinsey Global Institute suggests that jobs characterised by repetitive activities and low digital interactions may decline by 25% by 2030. This compares to a 25% increase in jobs that require high levels of digital skills.

The future of technical education will require that all students are digitally literate, and with the majority of programmes including significant digital components such as construction robotics, electric vehicles and programming for graphic design.

TECHNOLOGY-ENABLED DELIVERY



As adult education and retraining becomes a larger part of the future world of work, there may be a need to offer new models for delivering education, including year-round courses and significant distance learning components. These will change the operating models of colleges.

Technology and automation will impact the professional services functions of education providers, but investment will be required to embrace and make use of technology, including development of automated financial reporting, chatbots and student interactions.

MKC TRAINING SERVICES (MKCTS)

MKCTS was established over 10 years ago, as a specialist training and education provider, providing bespoke services to organisations and adult professionals in the areas of construction, engineering and health & safety. As a subsidiary company of MidKent College Group, MKCTS supports the group by providing strong revenue streams that align to the core mission of providing education and training services.

Notable work completed by MKCTS includes designing and delivering artisan, technical and professional training services in 13 different trades to the Royal School of Military Engineering (RSME) at Brompton Barracks in Chatham.

It also provides world-class training to a wide range of commercial and defence businesses, across all industries and in both public and private sectors, offering:

- All-inclusive training and support services
- World-class workshops
- Excellent equipment and facilities
- Knowledge from industry professionals, defence and academia
- Innovative training that blends face-to-face instruction with e-learning and augmented reality.

The key role of MKCTS is to support the College in its vision by providing a stable long-term financial contribution to the group. In order to do this MKCTS must maintain its current revenue stream while looking to increase and diversify its revenue.

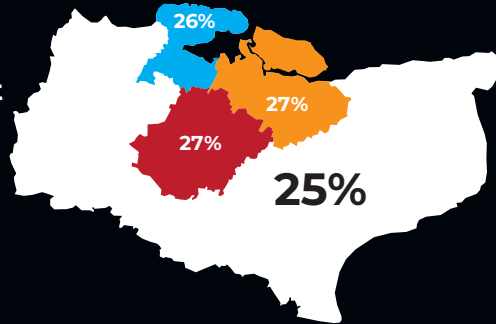


KENT & MEDWAY KEY FACTS

DEMOGRAPHICS

Between 2019 and 2030, the 16-19 population of Kent and Medway is expected to increase by 25%.

Medway, Maidstone and the Swale area are all anticipating high growth (26%, 27% and 27% respectively), above the average for Kent and Medway.

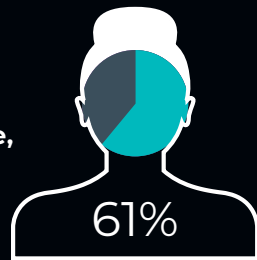


In Kent and Medway, the number of Children and Young People aged up to 24 with learning disabilities is expected to increase by 9% over the next 15 years.



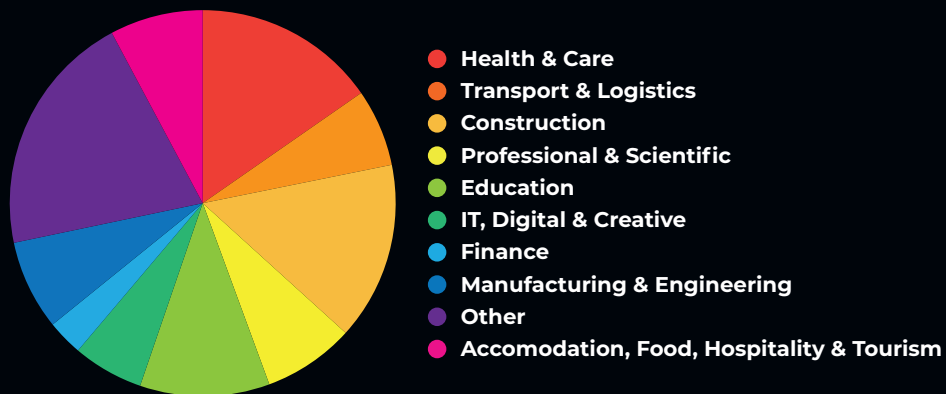
61% of the population in Kent and Medway is working age, 16-64

Lower than the national average.



SECTORS

SELEP research highlights that five main sectors account for almost 50% of jobs in the South East.

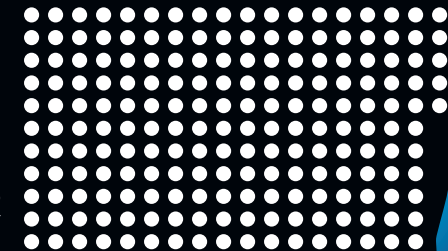


EDUCATION & POLICY LANDSCAPE

INCREASING COMPETITION

193 PROVIDERS

OF 16-18 EDUCATION ACROSS KENT AND MEDWAY



T-LEVELS

Two-year level 3 qualifications called T-Levels are to be introduced post-2020 as "the gold standard technical course of choice for young people post-16."

MidKent College will be one of the first providers to offer these programmes.



Apprenticeships

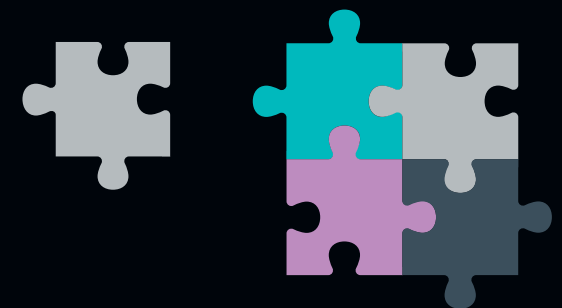


25% decrease in apprenticeship starts

Since changes to the Apprenticeship Levy in 2017

52 MERGERS SINCE 2015

There has been an increase in the number of college mergers since the post-16 FE review driven by the need to move to 'fewer, often larger, more resilient and efficient providers.'



8%



Since 2010, both adult skills funding and 16-18 education spending have reduced in real terms, and funding pressures on FE are likely to continue. Overall FE has suffered from an 8% cut in real terms since 2010/11.

£400M



The 2019 Spending Round committed £400m for FE in 2020/21, and additional funding pots for a number of the College's activities including: apprenticeships, ESOL (£10m), English and maths (£25m), T-Levels (£25m).

OUR STRATEGIC PARTNERSHIPS

- We work in partnership with local employers and with the local community in everything we do.
- We have an ongoing commitment to support local employers by offering a 'single front door' for them to engage with students and by supporting them to navigate the complex educational landscape. We work with approximately 1000 employers delivering industrial placements, apprenticeships and commercial training. In addition, we work closely with the Kent and Medway Economic Partnership (KMEP), that is the devolved body of the South East Local Enterprise Partnership (SELEP) for our region and with Local Authorities to ensure our provision is aligned with their priorities and future ambitions.



We have a long-standing history of supporting the local community, including students, their families and local employers. We exist to help change and transform the local community, with a strong track record of collaborating with local schools as well as with our main local authorities, Medway Council, Maidstone Borough Council and Kent County Council to meet the needs of young people in Medway, Maidstone and surrounding areas.



WE WORK WITH APPROXIMATELY 1,000 EMPLOYERS DELIVERING INDUSTRIAL PLACEMENTS, APPRENTICESHIPS AND COMMERCIAL TRAINING.



These partnerships are essential to deliver current priorities as well as shape future demand and opportunities for the benefit of our wider region.



OUR STAFF

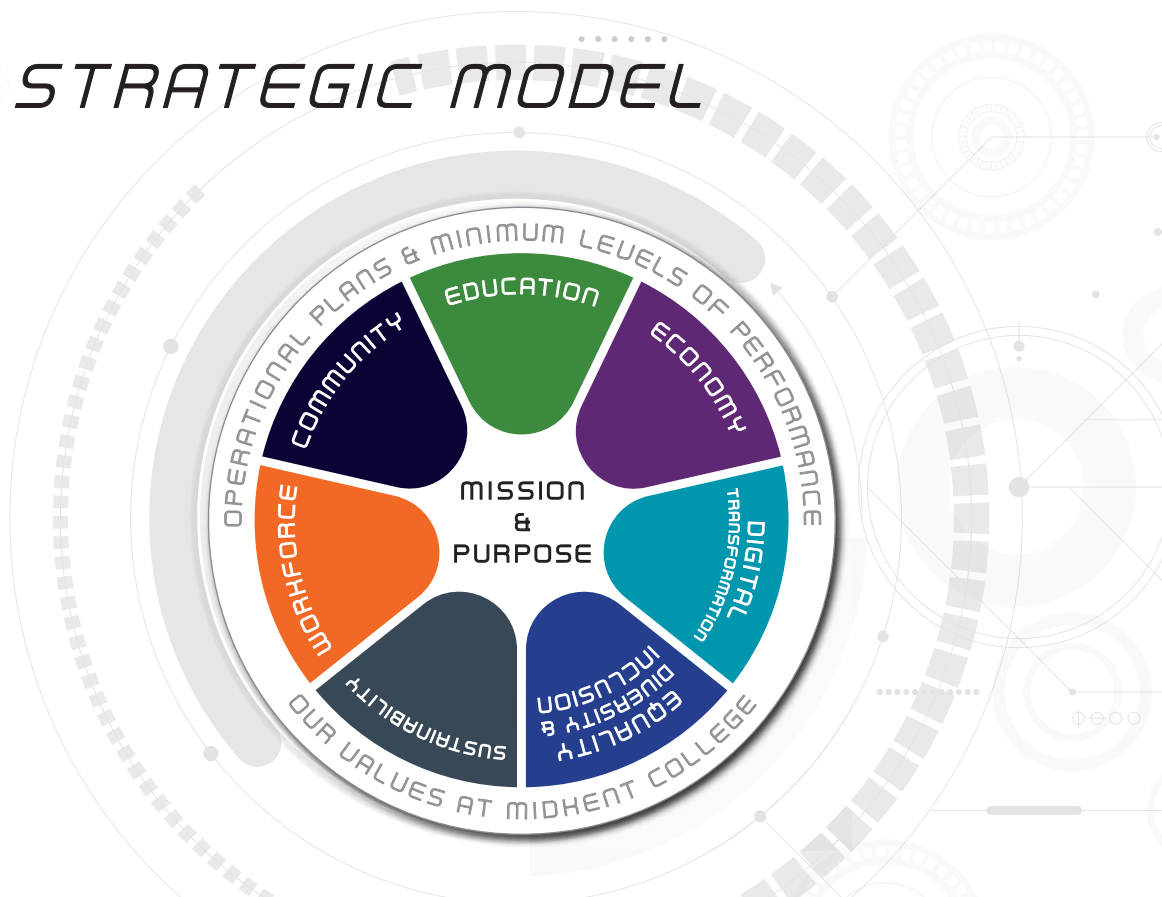
MidKent College is a significant employer in the region, employing over 700 local people, including lecturers and tutors, operational, professional services, staff and leaders. Our staff are critical to everything that we do, and we are committed to ensuring that our workforce are supported and developed to deliver the College's mission and vision. We are committed to supporting our staff to build and progress their careers at MidKent College through an extensive portfolio of continuing professional and personal development.

MidKent College prides itself on having strong leadership to ensure we continue to deliver the very best education possible. Our Governors and Executive team bring a wealth of experience in the sector, and are committed to ensuring that the College activities are aligned to achieve the mission and future vision. To achieve this, the Governing Body meets at least five times each year, and also has an annual strategic away day. This work is supported by four main committees that meet throughout the year and provide oversight and accountability for the operations of the College.



CREATING
OPPORTUNITIES,
TRANSFORMING
LIVES

STRATEGIC MODEL



The mission of MidKent College is supported by seven strategic priorities that underpin our vision and will guide our activities between 2020 and 2030. These priorities will help the leadership team to proactively make decisions about the future of the College, and ensure that we act in the best interests of the students, staff, and local communities, including employers.

These are:

- **Community** - MidKent College will contribute to the transformation of the communities of Medway, Maidstone and the surrounding areas through working collaboratively to raise aspirations
- **Education** - MidKent College will be the first choice locally for high-quality technical education and training delivered by industry practitioners
- **Economy** - MidKent College will contribute to the prosperity of the local economies of Medway, Maidstone and surrounding areas, and horizon-scan to ensure we operate in a way that is financially sustainable

- **Digital Transformation** - MidKent College will be a pioneer for the adoption of technology in teaching, learning and assessment and across our business operations
- **Equality, Diversity and Inclusion** - MidKent College will be a welcoming and supportive environment for our staff, students and communities where people from different backgrounds can achieve their potential
- **Sustainability** - MidKent College will be a mindful and considerate organisation that evaluates and mitigates the impact of its operations on the local and global environment
- **Workforce** - MidKent College will be recognised as a first-choice local employer that invests in the training, working environment, and welfare of its staff.

These priorities are explained in detail on the following pages, and form part of everything that we do.

COMMUNITY

MidKent College will contribute to the transformation of the communities of Medway, Maidstone and the surrounding areas through working collaboratively to raise aspirations.

We will work proactively with our local communities to help raise the aspirations of our students and prepare them for College.

To achieve this:

- We will engage with young people and potential students so that MidKent College is seen as a first choice. This means that we will work closely with primary, secondary, grammar schools and universities to ensure that students are aware of the provision offered, and the progression opportunities that MidKent College can support. This includes further study, industry placements and employment.
- We will strategically engage with key stakeholders in the community, including employers, to build strong two-way relationships that support Medway, Maidstone and the surrounding areas to thrive.
- We will work with our local communities to provide students with projects that use their skills and attributes to benefit and transform communities. This includes connecting students with voluntary groups and organisations that share our ambition and ability to raise aspirations and prosperity in our communities. This is an important part of working with and giving back to the community, and helps to support our students through building skills and experience.

We will be known as a core part of the local community. Local stakeholders will see the College, its staff and students as an organisation that is helping to transform Medway, Maidstone and the surrounding areas.

To achieve this:

- MidKent College will be known as a focal point for the community, with members of the community positively recommending us as a place to study, and our buildings used by individuals, groups and employers.
- The local community recognise MidKent College as a place where students can progress. To support this, current and future students will be able to regularly hear from alumni who have gone on to exciting and successful careers, as well as from staff and students of the College who will be able to give prospective students an insight into what studying at MidKent College would be like and to raise aspirations amongst the community.
- Our students and staff will be excellent ambassadors for the College. This will be supported particularly through outreach activities in the local community which will serve the areas of Medway, Maidstone and surrounding areas and foster a sense of pride and belonging.

EDUCATION

MidKent College will be the first choice locally for high-quality technical education and training delivered by industry practitioners.

Our educational provision will be high quality.

To achieve this:

- ▶ All components of our offer will be consistently excellent. This means we will continuously and relentlessly work to raise standards for all our programmes, meaning students can be confident that MidKent College will provide them with the skills and educational outcomes they need to take their next steps.
- ▶ We are committed to ensuring our programmes align with student and employer needs, and we will use our local relationships to make sure that students have access to the right range of skills for today's economy. There will be efficient, viable provision of programmes, with clear progression routes.
- ▶ Our staff will be supported to deliver excellent education and training. This will be delivered through investment in continued professional training and development, underpinned by our values. We recommend that all of our staff spend some of their personal development time on industry update courses or working within industry. This allows staff to be up-to-date on industry trends.
- ▶ To ensure that our education is consistently excellent, we will continue to ensure that the resources and facilities that we offer are updated to respond to changes in industry needs. This means we will review our requirements as part of business planning processes, and ensure that appropriate investments are made to support learning and development outcomes. For example, this includes reviewing software, equipment and facilities required at course level.

Our students will proactively choose MidKent College as a place to study, achieve and progress.

To achieve this:

- ▶ We will work with students prior to, and during the application process, to ensure that they are aware of the full range and breadth of programmes available, and so that we ensure they can achieve and progress their studies through a strong understanding of their capabilities and aspirations. This includes ensuring our Information, Advice and Guidance (IAG) processes are well embedded in everything that we do, and that students have up-to-date information about the changing local and national jobs landscape.
- ▶ Our programmes will be based on student demand and progression opportunities. This means that we will work closely with schools, students and parents to understand student interests, and collaborate with employers to understand how our curriculum offer can prepare them best for their progression to further study or employment.

Our offer of learning will be delivered by skilled, passionate and inspiring industry practitioners which is our unique selling point (USP).

To achieve this:

- ▶ Our offer will be underpinned by excellent staff who are industry professionals. We are committed to recruiting and retaining staff who are technical specialists in their industry, and will give our students the best theoretical and technical training possible in their chosen fields.
- ▶ Our staff will be motivated to support students' learning and progression. This means that the relationship between students and staff will involve regular feedback and support to ensure that students are given the best opportunities to progress and achieve.
- ▶ Through our values we will enhance the 'one team, one college' ethos, ensuring that all staff at the College recognise their impact on changing students' lives, regardless of their post or title.

ECONOMY

We will contribute to the prosperity of the local economies of Medway, Maidstone and surrounding areas, and horizon-scan to ensure we operate in a way that is financially sustainable.

Our educational offer will be driven by the needs of the students in the context of the local economy.

To achieve this:

- ▶ We will maintain and grow strong relationships with employers, by strengthening existing relationships with employers, ensuring that we understand their needs in an evolving economy and how we can best prepare our students for the workplace.
- ▶ We will co-create elements of the curriculum we provide with employers to ensure our students have cutting edge skills and training. By working closely with employers, we will ensure that students undertake technical training which prepares them both theoretically and practically for employment. To support this, we will proactively horizon-scan opportunities for growth; this will be a medium-term process which will allow us to future-proof our offer.

Students will leave MidKent College ready for employment.

To achieve this:

- ▶ Students will gain practical skills to prepare them for the workplace. This means that we will work to ensure that our programmes are refreshed with the most up-to-date technical training so that students are equipped for their next steps. This includes a focus on preparing students to demonstrate appropriate personal values and work ethic for sustained employment.
- ▶ There will be access to appropriate industry placements for all students. We are committed to ensuring that our relationships with employers allow students to gain invaluable hands-on experience which will complement their theoretical knowledge and improve their future employability.

We will be financially sustainable.

To achieve this:

- ▶ Our operating model will be supported by robust economic, financial and commercial strategies. These strategies will enable MidKent College to grow, diversify and change as necessary to support the thriving of our students in our local economy.
- ▶ Our strong income will enable us to react to changes in education-related government funding. As well as MKCTS, we will look to diversify income through new acquisitions and endeavours where appropriate to ensure that we are able to sustain our students and provide our programmes through changes in policies and shifting political landscapes.

We will future-proof the organisation to ensure a sustainable future for MidKent College.

To achieve this:

- ▶ Our operating model will be supported by sustainable practices. These will include ensuring our strategies consider the impact of climate change and the move towards renewable energy. We will promote diversity and inclusion across our staff, student and partner employers, and pay our staff fair living wages.
- ▶ We will ensure our students benefit from the most up-to-date financial literacy skills which keep abreast of developments in the economy. These will include incorporating skills to support students who may be working in an increasingly gig economy and focus on providing access to reskilling for those whose jobs are at risk in the future.

DIGITAL TRANSFORMATION

MidKent College will be a pioneer for the adoption of technology in teaching, learning and assessment and across our business operations.

We will use the latest technological innovations to deliver an efficient, effective and responsive student journey.

To achieve this:

- ▶ We will invest in the implementation of a virtual learning environment that effectively supports the learning journey of our students, ensuring that it is fit for purpose, versatile and reflects the use of blended learning solutions that reflect the changing nature of teaching, learning and assessment.
- ▶ We will ensure that technological innovations in industry are monitored and reflected in the development of skills in our curriculum to prepare our students for work.
- ▶ We will embrace the transformation of new learning technologies to support organisational improvement in all College operations by building an ambition across curriculum and support services to embrace cutting-edge digital innovation.
- ▶ We will seek to understand and mitigate the impact of barriers to digital transformation in our stakeholder groups, such as digital poverty.

We will create greater business efficiency and carbon reduction through technology.

To achieve this:

- ▶ We will accelerate our progress towards becoming a paperless organisation, by championing pilot areas of the College at an advanced stage of digitisation and implementing a large scale change programme.
- ▶ We will monitor hard copy resource requirements, and provide targeted support to teams and staff who may require support with digitisation.
- ▶ We will support College departments to design and articulate their digital transformation plans.

We will increase the digital proficiency of our staff.

To achieve this:

- ▶ We will identify digital skills gaps and areas for development through a robust organisational training needs assessment.
- ▶ We will create a Continuous Professional Development offer that supports the development of staff digital training needs.
- ▶ We will increase the knowledge and capability of staff regarding cyber security to support them in a professional and personal capacity.
- ▶ We will create a team of digital champions to model good practice and support digital transformation throughout the College.

We will fully digitise the student journey.

To achieve this:

- ▶ We will implement a digital first approach to all aspects of the student experience, including but not limited to applications, enrolment, teaching and learning, and access to support services.
- ▶ We will deliver an effective digital skills pathway within the student programme as part of core employability skills.
- ▶ We will assess levels of digital access during induction and prioritise additional digital skills and device support to ensure digital inclusion for our students.

EQUALITY, DIVERSITY AND INCLUSION (EDI)

MidKent College will be a welcoming and supportive environment for our staff, students and communities where people from different backgrounds can achieve their potential.

Our staff and students will feel welcome and valued at the College.

To achieve this:

- ▶ We will ensure that suitable mechanisms are in place for the organisation to listen to the lived experiences of staff and students.
- ▶ We will complete comprehensive interrogation of student and staff performance indicators, with appropriate reference to performance gaps that may be linked to protected characteristics.
- ▶ We will provide accessible and legally-compliant campuses for use by students, staff and the wider community.
- ▶ We will ensure that recruitment and selection procedures for students and staff are fair, transparent, and work to mitigate the impact of unconscious bias.

Our staff understand, and are confident to manage issues related to Equality, Diversity and Inclusion.

To achieve this:

- ▶ We will ensure that staff training for EDI is meaningful and delivers impact.
- ▶ We will model the behaviours and attitudes we expect from staff at all times, through confident well-trained managers and a network of EDI Champions.
- ▶ We will ensure that our policy framework reflects good practice and does not unknowingly discriminate against or disadvantage any stakeholders, and that staff can apply policy in a consistent and fair manner.
- ▶ We will strive to ensure that all of our staff understand our commitment to EDI, and commit to a culture of respect at the College that they can embed into teaching, learning and assessment for our students.

Our links with external stakeholders will strengthen community cohesion by encouraging initiatives and debate with staff and students.

To achieve this:

- ▶ We will develop 'critical friend' relationships with trusted community partners to sharpen our thinking and challenge our assumptions.
- ▶ We will build mutually beneficial relationships with local partners that help to support our EDI priorities.
- ▶ We will broaden our partnership approach with community leaders in Maidstone, Medway and the surrounding areas.

SUSTAINABILITY

MidKent College will be a mindful and considerate organisation that evaluates and mitigates the impact of its operations on the local and global environment.

Our environmental impact will be measured and managed in line with the emerging initiatives identified in the Association of Colleges 'Climate action roadmap for FE'.

To achieve this:

- ▶ We will engage students and staff in discussions around the key themes of the roadmap, and communicate our intent and aspirations to stakeholders.
- ▶ We will secure quantitative data to evidence our current carbon footprint.
- ▶ We will design and deliver carbon literacy training to staff and students.
- ▶ We will explore and implement strategies to reduce our energy use.
- ▶ We will negotiate with our supply chain to reduce the environmental impact of goods and services that we procure.

Our core decision-making will be shaped by the 'established college initiatives' outlined in the AoC roadmap.

To achieve this:

- ▶ We will incorporate environmental ambitions into long-term strategic plans and establish ring-fenced budgets to support sustainability projects.
- ▶ We will establish a report schedule to update stakeholders with our progress towards net zero targets.
- ▶ We will design and deliver a plan to measure and control Scope 3 emissions.
- ▶ We will audit our curriculum against the Sustainable Development goals.
- ▶ We will set and implement a target to reduce waste diverted to landfill by 50-75%.

Our development of environmentally sustainable practice will set us apart as a 'leading' College.

To achieve this:

- ▶ We will ensure that our environmental impact is considered at every level of our organisation, including governance.
- ▶ We will incorporate climate responsibility and sustainability into our rolling staff development programme.
- ▶ We will share our data collection methodology with other colleges.
- ▶ We will train teaching staff in climate issues and support them to incorporate appropriate themes into teaching and learning.
- ▶ We will implement renewable energy on part or all of our estate.
- ▶ We will encourage alternative travel to work and learn habits in staff and students to reduce the impact of commuting.
- ▶ We will apply for a Green Crown or AoC Beacon Award.

WORKFORCE

MidKent College will be recognised as a first-choice local employer that invests in the training, working environment, and welfare of its staff.

Our staff attraction, recruitment, selection and retention practices will secure a body of highly capable staff who are motivated to support student retention, achievement and progression.

To achieve this:

- ▶ We will be the employer of choice for Further Education teaching professionals, as well as those looking for work locally in Maidstone and Medway.
- ▶ We will ensure that recruiting managers are trained in best practice, and that recruitment processes strictly adhere to agreed processes.
- ▶ We will continue to develop our staff induction experience to provide a timely and stimulating introduction to the College.
- ▶ We will conduct robust exit interviews for departing staff and respond to feedback.

Our performance management and staff development policies will support the development of staff and managers, and the communication between them.

To achieve this:

- ▶ We will undertake an annual training needs assessment of our management team to identify and address skills gaps.
- ▶ We will be clear in our expectations regarding the importance and frequency of staff 1:1 meetings and team meetings with managers.
- ▶ We will ensure that our probation and capability policies are understood and applied correctly by managers.
- ▶ We will provide a suite of high-quality training accessible for all staff, and with a suitable focus on the development of teaching, learning and assessment.
- ▶ We will ensure that staff undertake appropriate annual industrial updates.
- ▶ We will improve the outward-looking entrepreneurial skills of our staff.

Our benefits package, and reward and retention policies will provide a working environment where staff are recognised for their achievements.

To achieve this:

- ▶ We will constantly review the scope of our benefits, reward and recognition offer and use of it.
- ▶ We will speak to staff and managers regarding the perceived value of strategies.

Our approach to staff wellbeing will demonstrate our 'healthy workplace' culture.

To achieve this:

- ▶ We will ensure that managers are trained and adopt a supporting and nurturing approach to the wellbeing of their staff.
- ▶ We will continuously review the support systems we implement to assist staff with physical, mental and emotional wellbeing.
- ▶ We will encourage managers to manage wellbeing, not just absence.

Our staff will feel listened to, and are engaged in College life.

To achieve this:

- ▶ We will provide a suite of in-person and digital channels where staff can provide feedback or raise questions, including but not limited to a regular programme of staff survey activity.
- ▶ We will train nominated spokespeople to speak into local issues to help staff see the difference we are making in our local communities.

Our staff will be digitally 'able', and responsive to future digital demands and trends.

To achieve this:

- ▶ We will facilitate knowledge sharing between staff from different departments, including between curriculum and support staff.
- ▶ We will ensure that our staff are operating at an appropriate level of digital proficiency to support the digital transformation of teaching, learning, assessment and support services.