



# Strategic Plan

## 2024-27

**With Year 2 Strategic Aims: 2025-26**

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# Introductory Statements

*I am delighted to present our Strategic Plan, outlining our aspirations for the next three years. This is the second three-year plan that we have developed since I had the privilege of becoming the Principal & CEO here at Runshaw. In 2024, we proudly commemorated 50 years of Runshaw College's establishment, a milestone that underscores our rich history and unwavering commitment to excellence. We extend our gratitude to all our partners - students, staff, governors, employers, high schools, civic partners, higher education institutions and other stakeholders - for their invaluable contributions to our continued success. Everyone's insights and priorities have shaped and formed this strategy, so that each stakeholder's vision will become realised as we work to achieve the objectives it sets out.*

Clare Russell  
Principal & CEO



*As we celebrate the 50th anniversary of Runshaw College, the belief that education changes lives, underpinned by the staff's dedication in putting teaching and learning and the needs of our learners first, remains as strong today as it has historically. This strategy is built upon insightful data and deep engagement and collaboration with key stakeholders including our partner high schools, employers and civic bodies. The ambitious plans set out both the long-term investment in a curriculum that supports the economic plans of the communities we serve and our continued investment in our estates strategy. The governors and I are energised by the progress the team has made in delivering the strategy to date and are committed in supporting the team to achieve the key strategic objectives in this new strategy.*

Alison Watson-Bird  
Chair of Governors



## Endorsements

“The college is a trusted partner and key contributor to our local community and economy. This strategy supports our shared ambitions to raise aspirations and provide opportunities for residents to fulfil their potential. We look forward to working together with Runshaw to grow local talent, meet local skills needs and boost local employment, which will help achieve better prospects for everyone.”

**Councillor Alistair Bradley**

Leader of the Council, Chorley Council



“As a local Council, we are so appreciative of the positive relationship that exists between ourselves and Runshaw College. Perhaps more importantly, we recognise the huge contribution that the College makes to the lives of so many of our young people. The launch of a new strategy is an opportunity to embed a culture focussed upon the delivery of high quality education and training that meets the diverse needs of our local communities. South Ribble Borough Council remain committed to supporting Runshaw’s mission to change lives through education and we welcome the opportunity to continue our track record of working together to creating opportunities for people to succeed.”

**Councillor Matthew Tomlinson**

Leader of the Council, South Ribble Borough Council



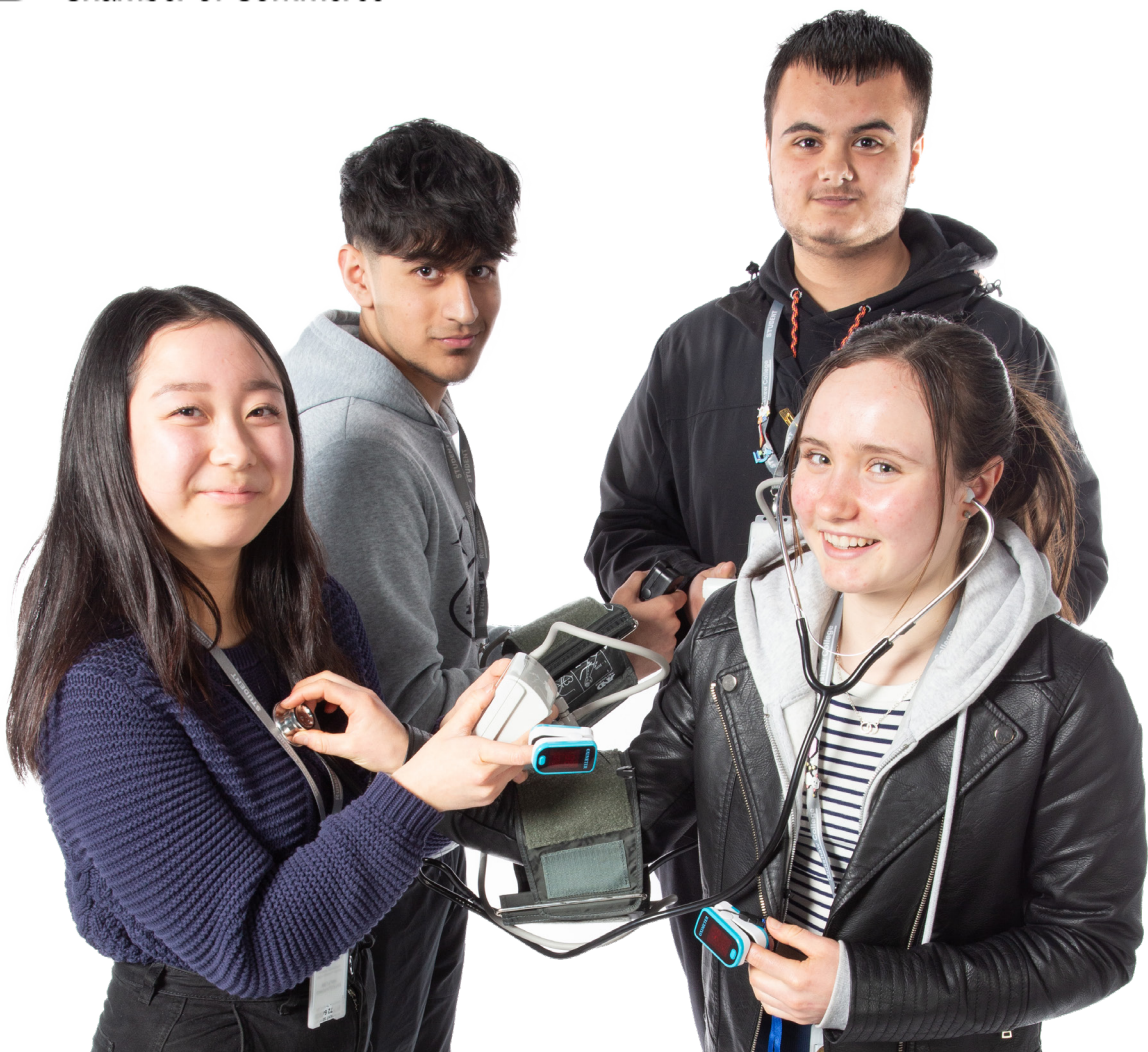
## Endorsements

“The Strategic Plan outlined by Runshaw College aligns perfectly with the Chamber’s own goals of fostering growth, innovation, and economic development in our region. By focusing on providing high-quality education and skills training to our residents, Runshaw College is not only preparing our workforce for the challenges of tomorrow but also attracting and retaining businesses in the area.

I have confidence in Runshaw College’s ability to execute their Strategic Plan effectively, given their track record of success and dedication to excellence. I believe that supporting their initiatives will not only benefit our members directly but also contribute to the overall prosperity and well-being of our community.”

**Babs Murphy**

Chief Executive, North & Western Lancashire Chamber of Commerce



## Our Purpose

Established in 1974, Runshaw College has grown from its origins as a small sixth-form college for two local high schools to a strategically important tertiary institution, renowned locally and nationally for its excellence in education. Having recently celebrated our 50th anniversary, we remain deeply committed to providing a broad range of academic, vocational, adult learning and apprenticeship programmes. Our provision serves the diverse needs of our local communities and beyond, ensuring all learners have access to opportunities that enable them to achieve their fullest potential.

At Runshaw, we are proud to deliver education that supports a wide variety of learner profiles, from school leavers aspiring to top universities, to adults seeking to enhance their careers or change direction, and apprentices developing practical skills in real-world environments. Our focus on providing high-quality education and exceptional support ensures that every learner, regardless of background or ambition, has the opportunities they need to succeed.

In line with our strategic objectives and the Local Needs Duty, we are committed to responding to local, regional and national skills priorities. We work closely with local employers, partners and stakeholders to ensure our courses align with the skills requirements of the workforce, from entry-level qualifications to professional certifications. This includes our continued engagement with the Local Skills Improvement Plan for Lancashire, ensuring our provision addresses both current and future needs in key sectors.



## Our Purpose

As we look to the future, our focus remains on high-quality teaching and learning, always centred around the needs of our students. We will continue to evolve our curriculum in response to changes in the educational landscape, ensuring that our qualifications remain relevant, flexible and aligned with national policy shifts, such as the development of T Levels and the expansion of lifelong learning opportunities.

With a reputation for excellence that has been built over five decades, Runshaw College is committed to shaping the future of education in our region and beyond, ensuring that our learners are prepared for successful careers and enriched lives.

We continue to invest heavily in our facilities, so that our learning environments are sector-leading. We are making rapid progress on our estates strategy, with significant investment in the Leyland Campus, following the sale of our second campus on Euxton Lane Chorley. Our new Buttermere building opened in January 2023, and our new Health Science facilities opened in August 2023. Further plans are in place for more investment and development over the months ahead.



# Our Place in Lancashire

Runshaw College is located in South Ribble, Lancashire, in the North West of England, situated just beyond the border with Chorley. The college serves a broad and diverse population across eight local authority districts, covering a wide geographic area that includes not only South Ribble and Chorley, but also areas such as Preston, Bolton, Wigan, and parts of Sefton and West Lancashire. This extensive catchment area makes Runshaw College a key educational hub for the region.

Our students typically commute to the college via dedicated bus services, with the majority travelling from across the region. This means that students are on campus for the full college day, from 9am to 3:40pm, fostering a vibrant and supportive community atmosphere. Our campus offers a wide range of enrichment activities, study zones, and social spaces that enhance the student experience and promote a sense of belonging.

The diversity of our student body reflects the varied socio-economic backgrounds and cultural heritage of the region. Over 25% of our students come from minority ethnic groups, which is significantly higher than the Lancashire average of 10%. This diversity adds to the richness of our college community and helps equip all learners for life in a diverse society.

The region we serve is characterised by a mix of urban and rural areas, with a strong presence of manufacturing, service and healthcare industries. South Ribble and the surrounding districts are part of the Lancashire LEP (Local Enterprise Partnership), and our provision is aligned with the Local Skills Improvement Plan (LSIP) for Lancashire. We respond directly to the region's skills needs, particularly in areas such as healthcare, engineering, digital technologies, and business services, where skills shortages have been identified. Our adult learning and apprenticeship programmes are crucial in helping local residents access new career opportunities, reskill for emerging sectors, or upskill for career progression.

The college is strategically placed to support the growth of the local economy by developing a skilled workforce ready to meet the demands of key local industries. Our delivery locations include our main campus in Leyland and local community venues, ensuring that we can meet the needs of learners and employers across the region.

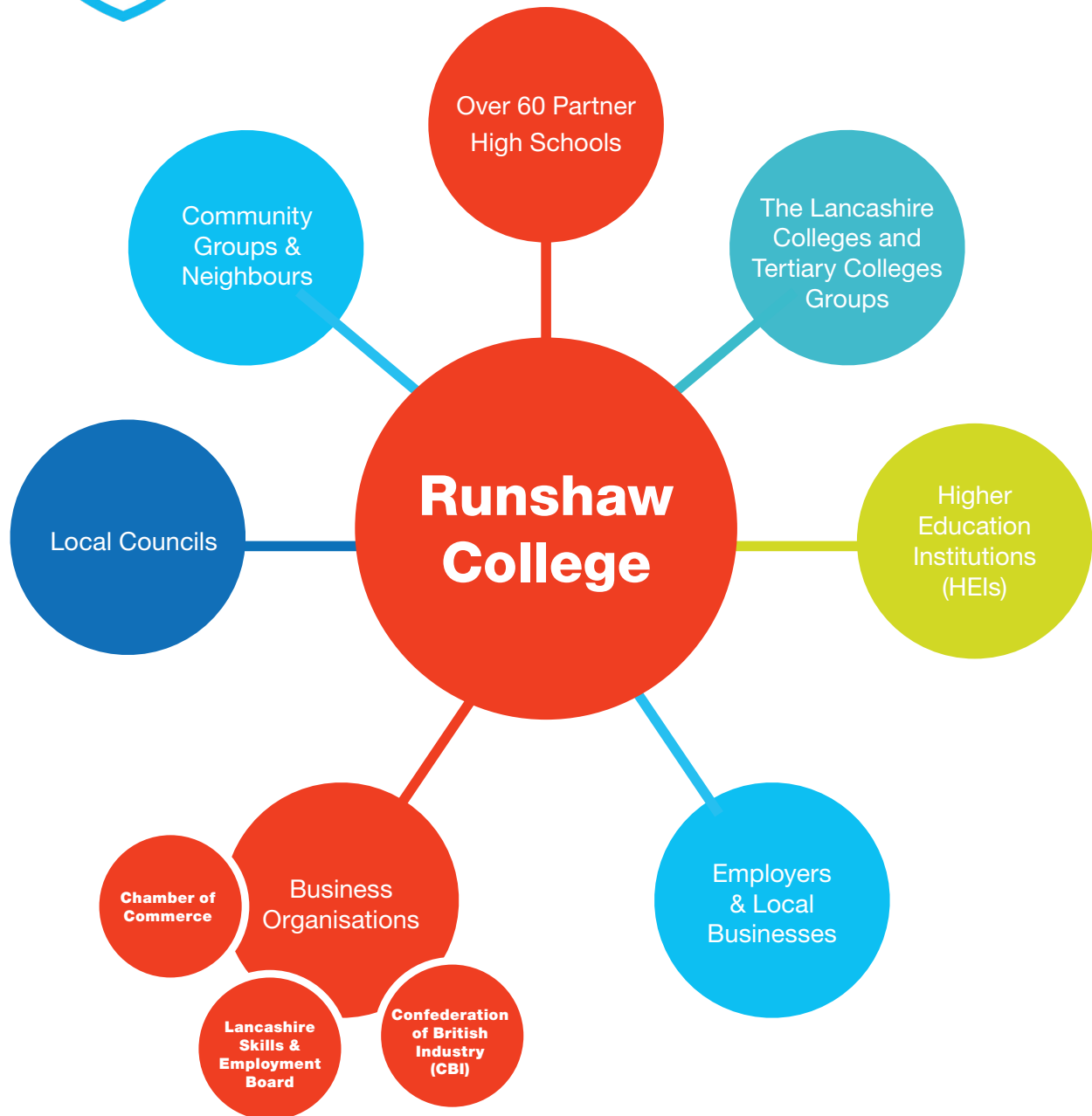


## Recruitment Area

- Chorley District
- South Ribble District
- Bolton District
- West Lancashire District
- Sefton District
- Blackburn with Darwen Unitary
- Wigan District
- Preston District



## Our Partnerships





# Mission

We believe exceptional education changes lives, so we put teaching, learning and the needs of our students first.

# Vision



A GREAT PLACE  
TO STUDY



A GREAT PLACE  
TO WORK



A GREAT PLACE  
FOR PARTNERSHIPS

# Values



EXCELLENCE



DEDICATION



RESPECT



FULFILMENT

# The College Vision

## A great place to study

- An extremely popular, first-choice college where students are safe, happy and successful
- Students with high expectations, who consistently achieve exceptional results and progress to high-quality destinations such as fulfilling careers or further study
- A broad, vibrant and contemporary curriculum that enables every student to explore their interests, discover their passions and achieve their ambitions
- Highly productive collaboration with employers and other partners, helping students to develop the skills and knowledge they need to achieve their ambitions and contribute positively to a dynamic economy
- A diverse, inclusive and respectful college community that empowers all students to thrive and form lifelong friendships
- Inspirational teachers, who use their expert subject knowledge and the most effective pedagogical techniques to design and deliver creative and highly effective lessons
- An exciting and extensive range of enrichment activities and extracurricular opportunities, including opportunities to travel and gain work experience which develop students' employability skills
- Exceptional support, advice and guidance from teams of specialist staff who prioritise each student's wellbeing, success and progression
- An excellent and continuously improving student experience, informed by actively listening to and acting upon student feedback
- An impressive college campus surrounded by nature, fostering an environment conducive to learning, equipped with high-quality, accessible facilities and resources, including industry-standard equipment and technology



**Motunrayo Ainenehi**  
Student Governor

*Runshaw not only provides excellent teaching, but a supporting and enriching environment for all learners. This makes it a wonderful place to study, learn and grow.*



**Sophie Brocken**  
Student Governor

*Runshaw isn't just a place to study, it's a place to make new friendships, grow your confidence and learn new skills. Becoming a student governor has allowed me to improve my communicational skills.*

# The College Vision



**Stuart Hide**

CIT Leader, Engineering

*The camaraderie and teamwork within each department at Runshaw create a supportive and dynamic community. Staff are dedicated to mentoring and nurturing students, helping them to achieve their fullest potential.*



**Francesca Grilli**

Head of School for English, Languages and Classics

*A significant element of my job satisfaction has come from the fact that I have been given the freedom and trust to experiment with new ideas and initiatives, supported by the facilities, resources and the wide range of expert teams on hand to help make ideas a reality.*

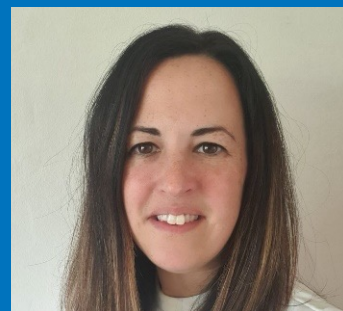
## A great place to work

- A first-choice employer with an excellent national reputation, where the best highly skilled and qualified staff are proud to work
- A thriving, inclusive and respectful staff community, who are individually valued and who support each other towards shared goals through effective teamwork and collaboration
- Happy and fulfilled colleagues, who gain immense job satisfaction from their worthwhile and rewarding work and its positive impact on students' lives
- Creative and innovative individuals, empowered to exercise autonomy in their roles and to apply their diverse perspectives to drive continual improvement
- High-quality development and training for all staff, to help everyone develop in their role and achieve their career aspirations
- A valued and appreciated staff community, with regular recognition, celebration and reward for the successes and achievements of individuals and teams
- Approachable, supportive and responsive college managers who provide inspirational leadership towards a clear vision for the future, based on shared values
- First-class working environments, facilities and resources ensuring everyone has the equipment and support they need to excel in their role
- Sector-leading working conditions, prioritising staff health and wellbeing, supplemented by an extensive array of enrichment activities
- Strong college finances, which are effectively and sustainably managed, ensure staff benefit from very competitive pay structures and allow for continued investment in college facilities and resources

# The College Vision

## A great place for partnerships

- A college at the heart of its community, with an excellent reputation, locally and nationally, for high quality education and training, that enhances peoples' lives and supports the success of the regional economy
- Well-established and highly effective relationships with numerous high schools, nurturing students' aspirations and aligning the curriculum with their ambitions
- Highly collaborative partnerships with a broad and diverse range of employers, working together to co-create the curriculum to address skills shortages and cultivate the future workforce
- Effective collaborations with civic partners and employer representative bodies, establishing the college as a valued anchor institution pivotal to local and regional skills and employment
- Mutually beneficial relationships with higher education institutions, enabling students to envision and pursue aspirational futures, with a clear pathway to achieving their goals
- Robust networks with other colleges, locally and nationally; a thought-leader, influencer and front-runner in the development of pedagogy and innovative business practices
- Integrated sustainability practices that focus on minimising our environmental footprint and promoting eco-conscious practices for a greener future
- A commitment to social responsibility and community impact, fostering a culture of volunteering and civic engagement among staff and students, making a profoundly positive contribution to communities
- An active presence in local, regional and national strategic groups and professional networks; influencing and shaping the external policy landscape, education strategy and skills priorities
- A vibrant and successful alumni network comprising individuals across various sectors, actively contributing to the college's ongoing success and the next generation's achievements



**Nazma Ahmed**

Director of Human Resources,  
Ashbridge Independent  
School & Nurseries

*Working in collaboration with Runshaw College to train and develop our teams has allowed Ashbridge to flourish, grow and achieve our company vision and aims ... this joint partnership has enabled us to not only address skills shortages experienced across the sector but to ensure that we develop our team members to be the best that they can be.*



**Saeed Umar**

Chief Technology Officer,  
Lancashire & South Cumbria NHS

*The tech team at Lancashire Teaching Hospitals have a strong relationship with the college which has worked in providing apprenticeships at the Hospital and led to employment opportunities in technology for both organisations. The vision and aspirations of the college and students addresses the Technology gaps in the industry across Lancashire.*

# Our Key Strategic Priorities

Following consultation with the full range of stakeholders, we have identified the following 5 Strategic Priorities for this 3-year plan.

## Quality & Curriculum



## Innovation & Technology



## People & Culture



People

## Student Recruitment & Retention



## Facilities & Sustainability





# Strategic Aims 2025-26

## Year 2 of the 3-Year Plan

The following Strategic Aims are underpinned by Strategic Objectives and Actions, which are regularly monitored by college managers and governors.

### Quality & Curriculum



1. Sharpen focus on the college's agreed Curriculum Impact Measures, particularly Added Value, using objective benchmarks to drive continuous improvement.
2. Evaluate and enhance the progression structure, including CIT leaders' roles, responsibilities, time allocation and remuneration.
3. Streamline and simplify approaches to Quality Assurance and Quality Improvement, to consistently ensure maximum impact.
4. Review and refine adult and apprenticeship curriculum intent to align with local and regional skills priorities, and Lancashire's devolved skills and employment agenda.
5. Review and refine the college timetable model to ensure it remains future-proof and sufficiently flexible to meet the needs of students and staff.

### People & Culture



People

1. Continue to implement and refine strategies to address staff workload, informed by sector best practice and staff feedback to support efficiency, effectiveness and wellbeing.
2. Review key processes and policies to ensure they embed our values and behaviours, promoting a people-centred culture.
3. Continue benchmarking pay and conditions to maintain sector-leading standards.
4. Enhance two-way communication through dedicated time for collaborative meetings and "News & Views".
5. Further develop our CPD programme to deliver high-quality professional development for all staff, with a framework for measuring impact on practice.

### Innovation & Technology



1. Self-assess and further develop the effective use of Artificial Intelligence across the college.
2. Continue to develop our cyber security resilience and disaster recovery.
3. Ensure all staff have the digital skills needed for their role by establishing a baseline, conducting skills audits, and providing CPD and qualification pathways.
4. Enhance innovation in teaching and learning using approaches such as peer observations and best practice links with other colleges.
5. Review and evaluate the effectiveness of our student records system.

### Facilities & Sustainability



1. Commence development of a new Science facility, ensuring rapid progress to meet future curriculum and skills priorities.
2. Further develop the estates strategy to address areas in need of refurbishment and ensure effective space utilisation for the whole student experience.
3. Improve facilities for staff by developing and opening a new Staff Hub and Conference Facility.
4. Expand the college's charity and community initiatives.
5. Advance the Climate Action Roadmap, with a particular focus on the Waste Strategy.

### Student Recruitment & Retention



1. Further increase student recruitment in Chorley and South Ribble to expand the college's local market share.
2. Further establish Runshaw as the first-choice college for high-achieving students from Partner High Schools.
3. Maximise the impact of internal culture to further strengthen the college's external reputation.
4. Enhance digital marketing and online initiatives / platforms, to attract and engage students, including curriculum-level social media presence.
5. Further develop partnerships with councils and regional groups, collaborating on projects to reduce local NEET (Not in Education Employment or Training) rates and worklessness.



# RUNSHAW COLLEGE

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