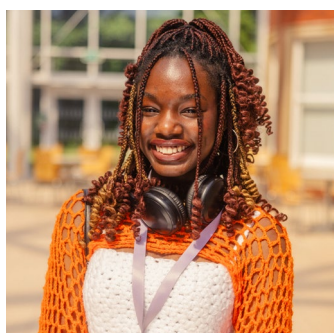
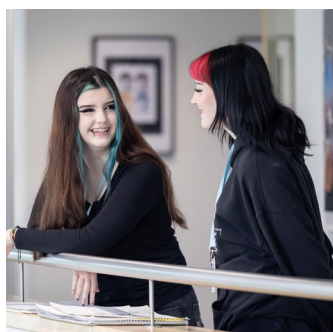
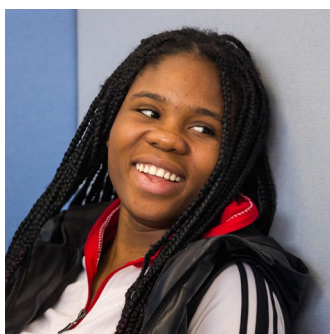




Strategic Plan 2025-2030





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Introduction

The journey since the publication of our bold Strategic Plan in 2019 has been remarkable.

Navigating a turbulent external environment, not only have we transformed ourselves into an outstanding regional college group, we have also grown in reach and scale, built a stronger culture, and exceeded our own expectations for high performance.

Our commitment to excellence and inclusivity has been crucial to our success, and why our strategic plan 2019-2025 will not be forgotten.

To build on our past, we have repositioned our previous 'vision for excellence' into a reimagined Values Framework. This continuity is critical as we work to deepen our shared values, beliefs, behaviours and practices for an exceptional future.

Equally we are repositioning previous strategic goals into newly crafted Strategic Enablers, foundational capacities and capabilities essential to our collective ambitions.

In making these changes, we intend to embrace future focussed opportunities, and deliver calculated steps for longer term success.

Striving to go further, our Strategic Plan 2025-2030 and exciting new Strategic Vision

is rooted in a fundamental belief that together, we can make a positive difference and build better futures for a changing world. It depicts where our college group aims to be in the future, and what we will be known for when we get there.

Our vision is underpinned by Five Strategic Goals. These goals align the energy and efforts of our people and teams, ensuring organisational resources are used effectively, whilst sustaining an unwavering focus on **Changemaking Curriculum, Corporate Services, People, Investment and Partnerships.**

“Our Strategic Plan and exciting new Strategic Vision is rooted in a fundamental belief that together, we can make a positive difference and build better futures for a changing world.”

Ambitious for the future, we are building on our strengths, unique assets, and a renewed sense of courage. Our plan will not only deliver major strategic work already in progress, it will also

realise further investment and the deployment of maximum effort in places that make the biggest impact. In doing so we will bring to life several new game changing initiatives.

We have spent considerable time revisiting Our Purpose and have a renewed sense of clarity for why we exist, or better still, why we do what we do. In a world facing unprecedented change and growing issues of social justice, a deep understanding of purpose matters.

It is why our newly defined Purpose Statement will remain the cornerstone of our work, clearly defining what we stand for and communicating our purpose, with pride.

Following extensive internal and external consultation, we extend our sincere appreciation to all who have contributed to the development, drafting and refinement of this new Strategic Plan.

The plan belongs to and is the responsibility of everyone in our college group and we are excited to work with our colleagues, leveraging their expertise and shared commitment to successfully delivering this strategy.

Together, we aim to achieve impactful outcomes that align with our shared vision and drive meaningful change.



Ellen Thinnesen, Chief Executive



James Stuart, Chair of Governors



Our Purpose

Unlocking potential,
creating opportunities
and transforming lives
through outstanding
education, skills
and training.

There is no greater time than now for organisations to understand their purpose, and we are crystal clear of ours.

Our purpose is our North Star.
It is what we do, every day.

Rooted in our transformative power, it communicates our work in tackling inequalities, removing barriers and improving the life chances of the people and communities we serve.



Dual Level Values Framework

Our dual level values framework, operates on both an organisational and individual level, balancing collective purpose with personal accountability.

This framework reflects the interplay between individual accountability and collective goals, emphasising the dual responsibility of individuals and the organisation to create a shared culture of high performance.

It is designed to guide behaviour at both levels, ensuring alignment and shared commitment to growing and continually nurturing our culture.

 The actions we take,
the choices we make

The actions we take, the choices we make sets out the fundamental values and behaviours that represent the character of our college group.

They align with our purpose, vision and goals and in doing so create a unifying direction.

 The actions I take,
the choices I make

The actions I take, the choices I make sets out the values and behaviours for each and every individual.

They are rooted in the belief that every action and choice contributes to our college group, and encourage empowered individuals, personal accountability and growth.



Our values ensure alignment across departments, teams, and individuals, unify our culture and inform our decision making. They reinforce the connection between personal actions and organisational outcomes, allowing both individual achievements and collective successes to be celebrated.

Values Framework



The actions we take, the choices we make:

COURAGE: We boldly approach the future with confidence and energy.	
<div>In action we</div>	Are creative, forward looking and are not afraid to reimagine what and how we do things.
	Foster a solution focussed culture where people are empowered to champion effective change.
	Do the right thing, in the right way when it matters most.
We do not	Act in a way that risks our reputation.

AUTHENTICITY: We are who we say we are, we do what we say we will do.	
<div>In action we</div>	Uphold honesty, integrity and fairness.
	Hold ourselves and each other to account even when it's hard.
	Embrace opportunities to constantly learn, grow and professionally develop.
We do not	Fail to challenge poor practice.

RESPECT: We nurture a community where everyone is welcome and belongs.	
<div>In action we</div>	Think about things from other people's point of view.
	Enable the views of others to be heard, and genuinely value their input.
	Are considered and measured in our words and actions.
We do not	Tolerate bias, exclusion, or wilful ignorance in any form.

EXCELLENCE: We strive for excellence at the heart of everything we do.	
<div>In action we</div>	Are ambitious for our college, our staff, students and stakeholders.
	Strive to lead in our areas of expertise.
	Make a positive impact and pursue game-changing innovations.
We do not	Accept mediocrity in effort and output.

The actions I take, the choices I make:

COURAGE
<ul style="list-style-type: none">> Open to change, new initiatives, and different ways of doing things.> Speak up, even when it's difficult, in a way that supports others and our college values.> Promote a no blame culture and respectfully challenge people to get the best results.> Look after my own wellbeing by listening to how I'm feeling and reach out for help when I need it.

RESPECT
<ul style="list-style-type: none">> Recognise and value people's differences when working collectively and collaboratively.> See the person first, actively listen, and communicate thoughtfully.> Create a safe space for people to share their individual experiences if they want to.> Learn from those with different perspectives and experiences to my own.

AUTHENTICITY
<ul style="list-style-type: none">> Communicate openly, transparently and with integrity.> Take responsibility, recognise when something isn't working or goes wrong, and learn from it.> Encourage change when I think something could be more fair or inclusive.> Know when there is room for me to grow and improve, and work to build my skills and abilities.

EXCELLENCE
<ul style="list-style-type: none">> Strive for excellence, challenging myself and others to deliver continuous improvement.> Show energy and drive to pursue new opportunities and challenge the status quo.> Contribute to creative ideas and action, and collaborate to make a positive impact.> Celebrate those who constantly live our values.

Vision 2030, our future

In a world facing unprecedented change and challenges, we believe anyone, anywhere can make a positive difference for society. But to keep up, we know we cannot stand still. We must continually learn, grow beyond our boundaries, and strive to do better with shared purpose and values.

Building on our remarkable past, creativity and pioneering spirit, our vision sends a clear

message. We will move forward confidently into the future. In doing so we will improve what we do, remain action-orientated, and innovate to make an exceptional difference for the world we live in.

Our aspiration is ambitious, which is why our vision articulates not only what we want to become, but what we will be known for when we get there.

In 2030 we will be known nationally, regionally and locally as:

Changemakers

Shaping futures for a better tomorrow



As Changemakers, we will actively contribute to positive social, environmental, and economic transformation through innovative ideas, solutions, and actions.

Taking initiative, we will adopt new approaches to address global challenges and create lasting, meaningful impact in our communities and beyond.

Changemaking starts with informed individuals who understand the dynamics of the problems they seek to solve. They champion collaboration across sectors and communities promoting a culture where partnerships thrive and diverse perspectives converge to tackle the world's most pressing challenges.

This is why our vision encourages creative and bold thinking, where technological advancements, new ways of working, and innovation can challenge existing paradigms.

At the same time, we will continue to advocate for a systems-thinking approach recognising the interconnectedness of issues, and encouraging holistic, integrated solutions that address root causes rather than symptoms.

Our vision is a future where collective action becomes the norm, not the exception. It is not just about solving today's problems, but building systems and approaches that equip our students, people and partners with the knowledge, tools and skills to thrive in a changing world where creativity and innovation are essential.

“Our vision encourages creative and bold thinking, where technological advancements, new ways of working, and innovation can challenge existing paradigms.”

A case for change

Change is a constant in today’s world and global megatrends have far-reaching implications for the future of economies, environments, and societies.

Importantly, megatrends are deeply connected with poverty, both as contributors to its persistence and a potential tool to alleviate it.

Recognising and responding to megatrends is vital for building a future-ready organisation, and one capable of changemaking for poverty, people and planet.

It is why the United Nations Sustainable Development Goals (UNSDGs), a collection of global goals for addressing the world’s most pressing challenges, are benchmarked and mapped across our priorities and goals.



Priority megatrends:

- **Technological advancements**
The adoption of new technologies, increasing cyber threats, entry of new technologically literate generations into the workforce, upskilling and reskilling for automation, real time data integration, and use of AI-driven tools.
- **Addressing climate change and sustainability**
Transition to greener operations, resilient climate change buildings and infrastructure, workforce knowledge to lead sustainability initiatives, and the reduction in our carbon footprint.
- **Employee expectations and changing work**
Prioritising a purpose-driven culture aligned to employee values and social impact, changing attitudes towards wellness initiatives, employee assistance, and employment models for a more inclusive and equitable workforce.
- **Socio-economic, political & geo-political trends**
Robust risk management and contingency planning to sustain adaptability within college group operations; and resilience to navigate turbulence in funding, crisis management strategies, social unrest and pandemic preparedness.
- **Economic shifts and the upskilling revolution**
A workforce with a future-fit skill set particularly to support critical sectors and economies; and the provision of quality education to equip individuals, including those hard to reach, with the skills, knowledge and mindset necessary to thrive in a rapidly changing world.

UNSDGs:



At Education Partnership North East, we are astute to the implications of the complex world we operate in, and understand where a strong case for change exists, why we need to think differently, and innovate.

The world is evolving rapidly; how we operate, educate, and connect with society must

also change if we are to remain competitive, relevant, and sustainable.

Our priority is to adapt so we may better serve our students, communities, and society at large. This is not just about staying competitive – it’s about leading the charge in creating a future-ready, equitable, and sustainable world.

Strategic Enablers

Our Strategic Enablers are the core foundations of our capabilities and capacities, and we consider each one critical to the realisation of our vision and Strategic Goals.

Whilst each enabler is embedded into our ways of working and competencies, we remain deeply committed to protecting our progress, continuing their improvement, and embedding innovation.

This is particularly the case as we advance their depth, breadth and maturity within and across our organisation.



1 People and culture

Between 2016 and 2024, we have nurtured a special organisational culture that embodies our values and one which we are truly proud of. We know our people are brilliant; their limitless potential is evident in our multi-year achievements and the transformational progress we have collectively accomplished.

Nurturing a consistent high-performance culture where we all make a positive contribution remains our priority. It is why we will deepen our values-based work and continue to engage with, invest in and empower our people to reach their full potential. We will recognise their individual and collective contributions; prioritise well managed teams where wellbeing, belonging and constructive dialogue is the norm; and strive daily to be more considered in the actions we take and the choices we make.

2 Finance and funding

Between 2016 and 2024 we have transformed our finances, however there is much more to do. We are very clear; financial strength is about protecting our college group from the financial effects of external economic uncertainty. We will do this by planning for and navigating those funding pressures, undertaking rigorous financial sensitivity and risk analysis, maintaining our sustainability, growing, reinvesting, and realising our strategy.

Progressing forward we will deliver existing plans to diversify our income streams, enhance operational effectiveness and efficiency, improve financial contributions and profitability, reduce wasteful expenditure, and deploy our resources to further our purpose. Continuing to enhance our model of robust financial planning and analysis, we will deliver comprehensive financial planning for continued improved financial results.



3 Physical infrastructure

Between 2016 and 2024 we have successfully delivered the most ambitious infrastructure investment programme in the history of our college group. However, there is more to do as the continued pursuit of high-quality infrastructure is critical to the achievement of our strategic goals.

We will continue to prioritise modern, efficient, and inspiring learning and working environments to enhance the student and staff experience. Key to this will be our continued focus on information technology, estates master planning, space optimisation, asset monitoring and maintenance, and the completion of existing complex estates and IT projects.

4 Systems and processes

Between 2019 to 2024, we have prioritised smarter working, making significant progress in simplifying, connecting, and automating our systems, services, processes, and workflows. Moving forward we still have work to do to achieve true flexibility and adaptability. Strengthening our digital connectivity and change management processes are essential.

We will deepen our focus on agile ways of working, establish a change management framework and optimise several remaining manual business processes. Throughout, we will continue to pursue excellence by empowering technology-driven teams and leveraging multi-channel technology to enhance internal communication, clarity and purpose, and ensure efficiency in our processes.

Strategic Goals

Our five Strategic Goals underpin our vision and are fundamental to our success. Whilst never losing sight of our values, they set out our intent, and the integrated actions we will deliver.





Goal 1



CHANGEMAKING CURRICULUM

We will be at the forefront of technical and academic mastery.
To do so we will;

- 1 Inspire and equip **Students with Changemaker Mindsets**, and the critical skills to thrive in society and a rapidly changing global economy.
- 2 Establish educational **Centres of Excellence** that transform delivery models of the past, look to the future, and pioneer visionary further and higher education systems.
- 3 Foster deeper collaboration with industry to influence, co-design and deliver a **Future Focused Curriculum**, meeting priority skills, and occupations in demand for today and tomorrow.
- 4 Enable all, regardless of background, age and starting points to holistically develop and excel, reducing inequalities through the relentless pursuit of **Outstanding Educational Quality**.
- 5 Shape and provide inspirational **Real-world Opportunities** to take education beyond competencies, to excellence, supporting students to progress in employment or higher study.
- 6 Embrace emerging technologies, innovate through **Outstanding Pedagogical Approaches**, creating exceptional learning experiences for all students.

UNSDGs:





Goal 2



CHANGEMAKING INVESTMENT

We will target focussed investment for sustainable growth.
To do so we will;

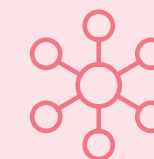
- 1** Accelerate our **Financial Strength and Investment Planning** whilst demonstrating value for money and sustainability.
- 2** Transform our social impact through **Community Place-based Delivery**, nuancing provision informed by local need, whilst shaping regional skill strategy to address geographic disparity and inequity.
- 3** Reimagine and reshape our approach to **Regional Adult Skills Programmes**, responding to the priorities of devolution, priority sectors and essential employment skills.
- 4** Strengthen student progression at all levels through a renewed focus on **Lifelong Learning** and flexibility to upskill and reskill for a changing economy.
- 5** Enhance and invest in **Technical Higher Education** for strategically important sectors and ensure graduates are well prepared for global employment opportunities.
- 6** Advance our focus on **Poverty and Future Planet** progressing sustainability, procurement, resource efficiency, and the deployment of secure and effective technologies.

UNSDGs:





Goal 3



CHANGEMAKING PEOPLE

We will nurture people committed to our core purpose and meaningful change. To do so we will;

- 1** Develop our existing people, and potential future leaders to have **Changemaker Skillsets**.
- 2** Create a strong **Employer Brand**, and a compelling **Employee Value Proposition** communicating what makes us an exceptional organisation.
- 3** Identify and assess our critical roles and skills, ensuring everyone is aligned on talent needs and **Succession Planning**.
- 4** Review and transform our hiring practices to attract inclusive, diverse candidate pools and to excel in **Talent Acquisition**.
- 5** Empower **Employee Changemakers**, equipping them with the capabilities to be a voice in the organisation to drive change from within and externally.
- 6** Reshape our group approach to employee **Learning and Development**, retaining and developing expertise for student success, and career advancement.

UNSDGs:





Goal 4



CHANGEMAKING SERVICES

We will transform the student and staff experience through exceptional services. To do so we will;

- 1 Reimagine our approach so that **Corporate Service Departments Connect and Contribute** to our Purpose.
- 2 Advance our **Cyber and Technological Capabilities**, reimagining a new approach to IT accessibility, and delivering a transformative approach through trialing and adopting new and emerging technologies.
- 3 Rethink our **Approach to Inclusive Practice** to ensure the delivery of outstanding practice for students within all funding streams.
- 4 Corporate Service Leaders prioritise an **Outstanding and Innovative Student Experience** transforming the effectiveness of timetabling, examinations, and wider student services provision.
- 5 Develop a **Campus Experience** and redefine our approach to the student and visitor journey to create an attractive, welcoming, and distinctive first impression.
- 6 Shape our approach to **External and Internal Communications**, transforming our proficiencies for organisational success.

UNSDGs:





Goal 5



CHANGEMAKING PARTNERSHIPS

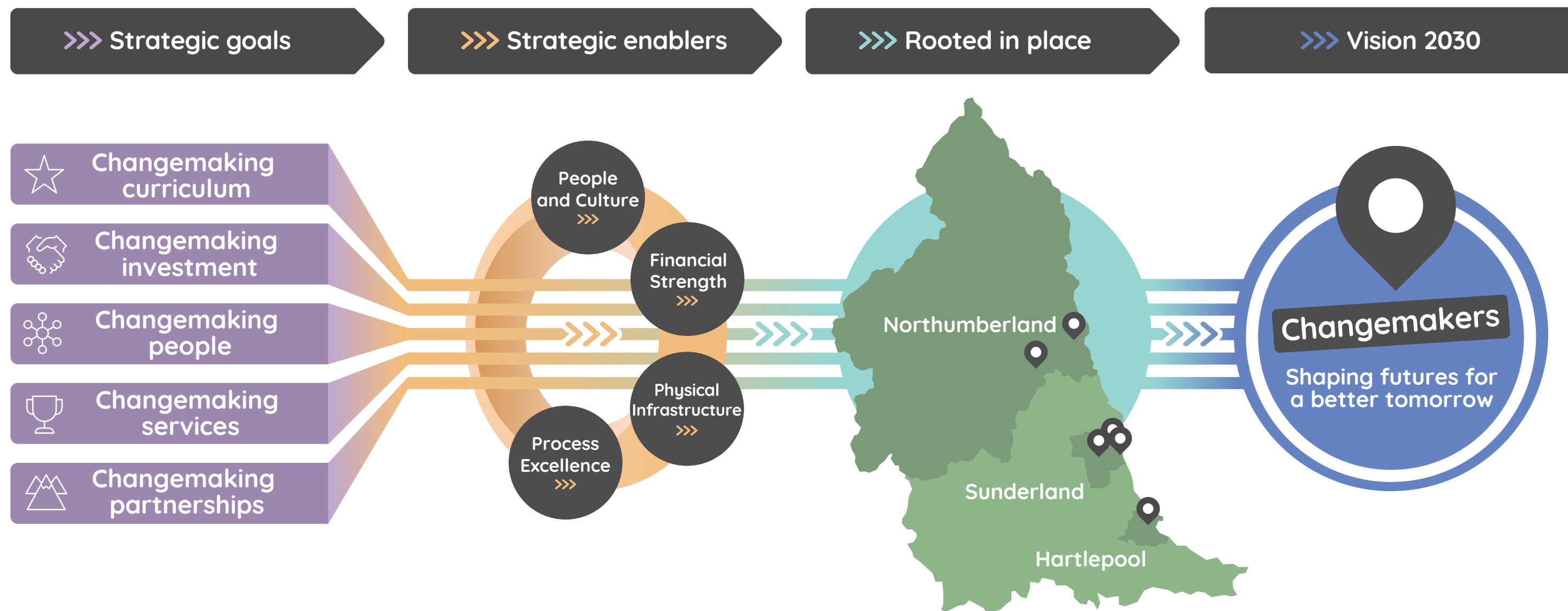
We will create and sustain partnerships that go beyond expectations. To do so we will;

- 1 Engage and empower **Students as Changemakers** in shaping their own learning experiences, educational success, and our approaches to exceptional teaching practice.
- 2 Activate **Powerful Alumni Networks** to foster long term connections and enrich our advancement activity.
- 3 Lead, nurture and sustain mutually beneficial collaboration with voluntary, community and employer partners for **Economic, Social Cohesion and Place-based Prosperity**.
- 4 Create **Meaningful Strategic Alliances** with education and training providers where our values align, and quality standards, inclusivity and impact are at the heart.
- 5 Convene and cultivate **Excellence Clusters** – dynamic super-networks of partners that exemplify multilateral innovation and deliver better outcomes for future skills and workforce readiness.
- 6 Advance strong forward-thinking relationships with combined and local authorities, and other civic organisations, influencing and driving **Strategic Place-based Outcomes**.

UNSDGs:



Bringing our strategy together



Unlocking potential, creating opportunities and transforming lives through outstanding education, skills and training.

Measuring success

In achieving our vision, it’s vital we know what success looks like which is why our success will be evidenced by the following:

Sustained eradication of achievement gaps	Outstanding stakeholder feedback
Outstanding student achievements	Outstanding employee engagement
Outstanding student progression	Outstanding financial health and liquidity
Outstanding FE & HE student satisfaction	Strengthened place-based engagement
Technological advancement via a future-fit workforce	Improved sustainability & efficiency metrics
Outstanding pedagogical practice with impact	Transformed skills strategies for FE & HE

Underpinning these successes sits a framework of performance indicators and measures mapped to our strategic goals. These are owned by the Executive Leadership Team. Progress is challenged, supported and monitored through the Board of Corporation for Education Partnership North East.

A strategic approach to change management

At Education Partnership North East, our corporate ‘Change Management Framework’ provides a structured model for employees to manage the implementation and impact of new business processes, new technology, shifting economic landscapes and changing skills strategies.

It specifically supports change planning and implementation, increasing the likelihood of achieving our projects and desired outcomes.

Enabling organisational agility, and resilience to adapt to future changes, our change management framework provides clarity on the tools and processes to help individuals and teams transition from a current state to a desired future state.

Resources along with guidance and support for understanding and managing change projects, are provided via our Corporate Strategy team.

Board of Corporation

The governing body is the legal entity and ultimate authority of Education Partnership North East. It agrees the strategy of the college group in conjunction with the executive and monitors its implementation.

Since 2022 the board of corporation has transformed its approach to better balance

executive agility with high performance governance whilst minimising risk and maximising productivity.

Our continued focus on agile governance, board diversity and our core set of values in action will be key to the college group prospering and thriving into the future.

Roadmaps

In moving our strategy from concept to reality we have translated our high-level goals into actionable roadmaps for each of our campuses and group corporate services. These roadmaps bridge the gap from strategy

to execution enabling contextualised clarity, aligned resources and accountability for tangible results. We hope you have found this strategy insightful as we look forward to working together to bring its vision to life.

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