



# ACCOUNTABILITY AGREEMENT

# ACCOUNTABILITY AGREEMENT



# CONTENTS

<b>03</b>	<b>College Mission and Values</b>
<b>05</b>	<b>The communities NCD serves</b>
<b>11</b>	<b>How the College responds to national, regional and local priorities</b>
<b>16</b>	<b>Corporation statement &amp; supporting documents</b>



# COLLEGE MISSION AND VALUES

New College Durham is a high performing Further and Higher Education college both educationally and financially with strong building blocks in place for future development. Following the appointment of a new Executive Leadership Team and Chair of Governors in July 2020, the College entered an exciting period of change which has presented many opportunities. During this new period, it has been crucial to take advantage of the changing environment and the new possibilities offered. New College Durham has achieved and is consistent in its high standards in both its academic results, student recruitment and progression and its financial performance.

## **Our Vision**

New College Durham will be recognised as a leading provider of Further and Higher Education in the North-East region, nationally and internationally.

## **Our Contribution**

New College Durham will contribute to social, economic and environmental well-being, changing lives for the better by enabling people of all abilities to fulfil their potential in work and in the community through high quality professional, technical and general education.

## College Mission and Values continued

### Our Values

Our organisation is built on a core set of values which define how we approach life. They tell us to be focussed on our vision and contribution while encouraging creativity, respecting our people, and enabling them to **ASPIRE** and realise their potential. Our values are our DNA, what we stand for and operate as a system, reflecting and shaping our behaviours and organisational culture.

**As an employer and learning organisation, we will conduct our business by following the values of 'ASPIRE':**

**Accountability:** We accept responsibility for our actions, decisions and policies and their impact on staff, stakeholders and the environment.

**Safeguarding:** We maintain a safe and inclusive environment in which students can learn, achieve and progress.

**Partnerships:** We work in partnership with those who share our vision and values.

**Inclusion:** We foster an environment that ensures equality of opportunity enabling all to reach their full potential.

**Respect:** We treat everyone with respect, fostering trust, openness and honesty.

**Excellence:** We achieve and maintain high standards in everything that we do.

Our **Strategic Plan** is a blueprint for the future of New College Durham for the period 2021–2026. This was approved by our Governing Body on 7th July 2021. It builds on the current outstanding financial and educational foundations and sets out priorities to realise our ambitious vision for the future of the College in the years to come.

The College Strategic Plan is supported by underpinning strategies for Curriculum, Learner Engagement and External Stakeholder Engagement Strategies along with enabling strategies from Corporate Services. We will become the education provider of choice, the education employer of choice, the preferred partner for industry, recognised locally and nationally for excellence in our academic programmes and student experience.

New College Durham is also the sponsor of a Multi Academy Trust – New College Durham Academies Trust has been established as a multi-academy trust, currently operating two academies: North Durham Academy and Consett Academy. The Trust is set up as a company limited by guarantee and has Members and Trustees.

The Academy Trust was set up by lead sponsor New College Durham and co-sponsor Durham County Council to run one or more academies. North Durham Academy opened in September 2011 and Consett Academy opened in January 2012. Following a successful due diligence process Wellfield School will be joining the Trust in June 2023.



# THE COMMUNITIES NEW COLLEGE DURHAM SERVES

The North-East presents a challenging picture with unemployment 1.3% higher than the national average, the highest unemployment rate in the UK and the 2nd highest claimant rate nationally.

The economically inactive contribute 3.5% higher than the national average and the students with no qualifications rate is 1.9% higher than our UK counterparts. Students with a NVQ L4 is 1.1% lower than the national average.

The College is collaborating with the Employer Responsive Boards (ERBs) partners across the North-East, North of Tyne (NoT), Tees Valley (TV). The College is heavily involved with the North-East Automotive Alliance (NEAA) for the North-East area in establishing the Local Skills Improvement Plan (LSIP) and developing the Accountability Agreement Statement for New College Durham to ensure we continue to contribute to addressing the skills needs for the regional and local demands.

At the time of developing New College Durham Accountability Agreement, the North-East Local Authorities have set out terms of an agreement for a Level 3 devolution deal between the government and local councils of County Durham, Gateshead, Newcastle, North Tyneside, Northumberland, South Tyneside and Sunderland.

Within the Durham area the North-East Automotive Alliance (NEAA) is to deliver an employer-led LSIP, across Durham, Gateshead, South Tyneside and Sunderland.

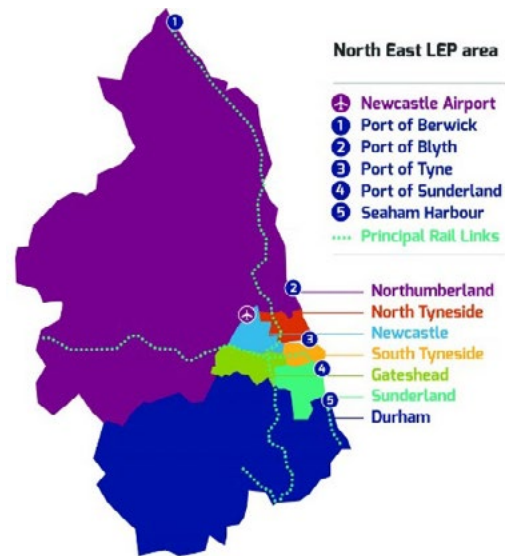
The North-East LSIP (NELSIP) will focus on the technical education and training requirements for the key sectors and associated service sectors identified by the North-East Local Enterprise Partnership (NELEP) which have a significant presence in the South of Tyne region. The NELSIP will also identify cross-cutting themes and requirements relevant to employers across these and other sectors in the region.

The 2023 NELSIP produced by the NEAA designated Employer Responsive Body (ERB) for the North-East highlights the priority sector skills needs focuses on five interrelated sectors. Collectively, they have high socio-economic impact, common and transferable technical skills, and have potential to enable and realise high value regional growth, creating significant numbers of better jobs in the North-East.

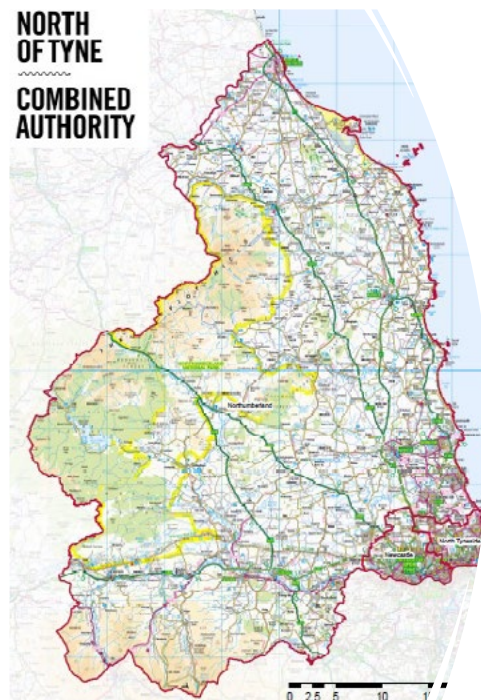
New College Durham Chief Executive/Principal is a member of the NELSIP Governance Board.

The College is unique in its delivery areas and spans the whole of the North-East and through successful delivery of European Social Funding works collectively with both Tees Valley Combined Authority and North of Tyne Combined Authority regions which have their LSIPs being developed by the North-East Chamber of Commerce. New College Durham delivers Free Courses for Jobs and Bootcamps across the North-East region.

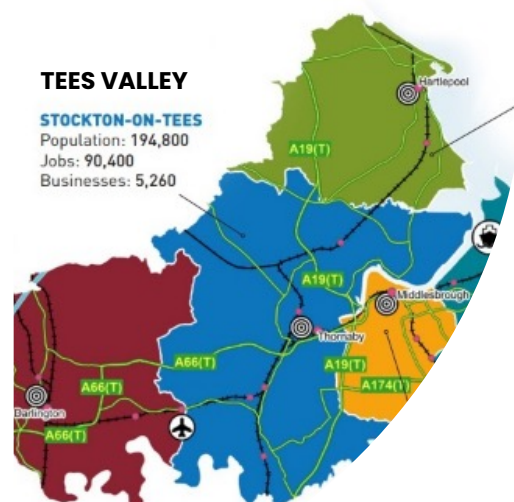
North-East LSIP key sectors identified are:
Advanced Manufacturing
Construction
Digital
Health & Life Sciences
Employability
Transport & Logistics (Enabler)



North of Tyne LSIP sectors
Green Energy/Net Zero (Offshore wind & green transport)
Construction – New Technologies
Health and Social Care
Culture, Creative and Tourism
Employability
Professional Services
Transferable Skills – Digital, Business Skills and Development Skills



Tees Valley LSIP sectors
Green Energy/Net Zero to include Construction, Green Energy/Net Zero Manufacturing
Health and Social Care
Professional Services
Transferable Skills – Digital, Business Skills and Development Skills



## Approach to developing the Statement

New College Durham is in constant dialogue with a wide range of local and national stakeholders so that we can give our students the best possible learning experiences and opportunities for future employment.

New College Durham makes a strong contribution to meeting skills needs as judged by OFSTED inspection November 2022. Through its statement of purpose, strategic plan and strategy documents, the College articulates its commitment to meeting the local, regional, and national skills needs.

New College Durham External Stakeholder Engagement Strategy, which sits alongside the Curriculum Strategy and underpins the overarching Strategic Priorities, recognizes the key linkages between the Civic, Community, Educational and Employer stakeholders and the importance of engaging with these groups to understand and assess their needs. The impact of this being to enable the College to provide students with a well-planned and effectively delivered curriculum where they learn the skills needed.

Leaders and managers from across the College engage very effectively with employers and other relevant stakeholders to understand the skills needs of the local, regional, and national economy. Through a robust curriculum design and development process, clear intent statements drive the curriculum offer and ensure leaders, managers, teachers, and students understand how the curriculum contributes to skills needs.

The College curriculum is informed by the local and regional skills plans as well as the input from key curriculum stakeholders. Across all curriculum areas, Employer Advisory Boards/ Meetings take place. These Boards/ Meetings have enabled curriculum leaders and managers to involve employers and other relevant stakeholders very effectively in the design and implementation of the curriculum. As a result, students study qualifications and gain new knowledge, skills and behaviours that prepare them for future education, employment, or work. 93% of students' progress to positive destinations following their studies and the College is valued as a leading provider of skills funded projects that deliver sustainable outcomes.

Through consultation and working with the NEAA the LSIP priorities for the North-East currently include:

1. Align skills provision to priority requirements in the key high impact sectors
2. Increase the level 3+ vocational technical pipeline to meet specific regional requirements
3. Collaborate to deliver key strategic skills for regional growth
4. Drive digital skills for the region
5. Improve employer engagement
6. Prioritise social inclusion



## The communities New College Durham serves continued

The North-East Institute of Technology (NEIoT) opened in October 2019 and became fully operational in July 2021. New College Durham, as the license holder of the NEIoT, offers top quality training and apprenticeships in higher-level technical skills, ranging from A-Level equivalents up to degree level and above. Through the NEIoT, New College Durham leads and works collaboratively with five regional colleges (East Durham College, Sunderland College, Middlesbrough College, Tyne Coast College and NA College), one Higher Education partner (Newcastle University) for research and development and two anchor employers (Esh Construction and Nissan).

The College consulted with twenty key employers, including Nissan, Esh Group, Komatsu, Siemens, and Tarmac, when developing the proposal, to ensure employers would support the College and students by providing training that addresses the gaps in skills, and the emerging skills required by the region. New College Durham facility opened in October 2019 and the final area in the facility was finalised in 2020/21 being a Building Information Modelling (BIM) suite, offering state of the art facilities and equipment in the architecture, engineering and construction (AEC) industry.

The NEIoT plays a critical role in supporting the NELSIP, as its strategic direction is to upskill, retrain and bring about innovative training to be a leader in skills for the region.

The NEIoT was awarded funding to support the development of Higher Technical Qualifications (HTQs). The outcome for the College was the approval of 3 Digital Foundation Degrees approved as HTQs, by the Institute for Apprenticeships and Technical Education (IfATE).

The NEIoT's strategic priorities for Construction and Advanced Manufacturing have been agreed for 2022-23 and at the time of writing the Accountability Agreement the 2023/2024 skills priorities are in draft for the Strategic Board approval, targeted at meeting these 2 sectors' skills needs. These are driven and steered through sector advisory boards chaired by key regional employers; Esh Group and Vantec, respectively.



## Stakeholder Engagement

Leaders and managers have established a culture that has made employers and other stakeholders key to the design and implementation of the College curriculum. A robust curriculum planning and intent process has ensured that all curriculum areas understand the needs of the local, regional, and national economy that is relevant to their sector. Through curriculum intent reviews, all leaders and managers are very clear about how they contribute to skills needs.

There is substantial evidence of stakeholders being involved in all aspects of the College curriculum from initial intent through to impacting positively on our students. Leaders and managers proactively engage with civic, community and educational partners to ensure the curriculum is designed to meet skills needs. The College has established a broad employer network that ranges from sole traders to large regional organisations and uses these stakeholders to prepare students for future education, employment, or work.

Over 250 stakeholders support the College's core curriculum offer. This support includes working with leaders, managers, and teaching teams to inform the design and implementation of the curriculum offer. Students benefit from employer input in content sequencing e.g., in Health and Social Care college staff have worked with local employers to develop a 'roadmap' outlining the rationale for why the qualifications are planned and delivered in a particular way.

Stakeholders provide full-time students with valuable work placements, that include short work trials as well as 45-day industry placements to prepare both future employers and students for T Levels. Guest speakers are used extensively to develop students' understanding of their proposed career sector and provide preparation for interviews. Across the curriculum, stakeholders provide opportunities to work on live briefs to gain real work knowledge but within the College environment. Employers provide Continuous Personal Development for college staff ensuring they are kept up to date with their curriculum knowledge.

In the region of 100 stakeholders attend curriculum Advisory Boards/ Meetings to inform the College's curriculum offer. A significant majority of these then continue to work with delivery teams and students throughout the year to support the skills development of our students. In many instances, these same stakeholders then recruit students into their own organisations. This ensures a clear alignment of the intent of each curriculum area with the skills needs of that sector and evidences the curriculum offer is right for students.

Employers input into the planning and design of apprenticeship programmes to inform appropriate pathways and units to meet their business and skills needs.

## New College Durham Strategic Goals 2021/2026

New College Durham will have achieved its ambitions when we have become:

- A recognised leader in further and higher education and a destination of choice for learning in the North-East nationally and internationally
- A preferred partner for government, business, industry and other colleges and universities in creating technological solutions, digital transformation, and policy innovation
- An education employer of choice, recognised as a rewarding place to work and for delivering a supportive culture
- A financially astute and sustainable institution with diverse funding support and with operational excellence and continuous improvement in process efficiency and effectiveness
- An engaged and connected college with businesses, funders, and the local community.

To achieve our ambitions, we need to have adequate and sustainable resources (facilities and personnel). We need to sustain and grow where appropriate the size of the College in terms of student numbers and revenue, as well as our engagement with communities and businesses. Growth will not only provide economies of scale and more resources, but also better facilities and services to students.

Growth and recognised success will help attract talented people to study and work here, improving the learning offer. Our future growth will depend on opportunities for funding through government

initiatives and from strengthening our curriculum offer with new and relevant provision. Our strategic aims will be delivered through interlinked strategic priorities covering every aspect of the College's business recognising and building on the 'One Team' approach.

As curriculum reforms and diversification begins to impact on the knowledge and skills and as the world becomes more digital and interconnected the role of teachers and education deliverers will become more complex. They are expected to be not only experts in their subject areas but also possess a range of skills such as digital literacy, innovative pedagogies, and the most recent industry knowledge.

Consideration must be given to how future students will learn and where this learning will take place. The advancements in technology since the pandemic have created flexibilities in how individuals work, with hybrid working now firmly established within the business and employment landscape. The student of the future may not be one that is physically sitting in a classroom, in a college but one that is present and learning "live" from anywhere, and receiving the same experience of learning that a student in a classroom would. Technology can enable an individual to learn, any place and at any time.

New College Durham has already embarked on exploring the changes and challenges ahead and are beginning to develop the "curriculum of the future", teacher of the future" and "student of the future".

We will continue to work in a dynamic environment and further explore the use of technology throughout the organisation.

# HOW THE COLLEGE RESPONDS TO NATIONAL, REGIONAL AND LOCAL PRIORITIES

This plan relates to academic year 2023/2024 and will be reviewed and renewed annually.

01

College Strategic Aim and Objectives	Impact and/or Contribution towards National, Regional and Local Priorities for Learning and Skills
To improve employability and progression activity for young people.	<ol style="list-style-type: none"> <li>1. Enable students to succeed in their chosen academic or technical vocational qualifications/programmes and contribute to meeting the skills needs of the North-East</li> <li>2. Set challenging internal progression targets and to support seamless progression to advanced and higher technical level qualifications in line with regional requirements</li> <li>3. To plan and deliver digital skills courses for all full-time students to address digital literacy gaps as identified by employers</li> <li>4. Ensure education programmes for young people have a strong focus on softer skills such as communication resilience and work readiness</li> <li>5. Deliver appropriate Level 1 and Level 2 English and Maths to all students without these qualifications</li> <li>6. Be flexible in design and deliver to meet needs of working learners</li> <li>7. Review of additional short courses/ new skills to be identified to allow students to be work ready</li> <li>8. Prepare the College for the Teacher of the Future and start to shape the changes needed in the workforce</li> </ol>
<b>IMPACT</b>	Allows students to have the best possible outcomes to gain sustainable and progressive employment or progression into further FE or HE education.

02

College Strategic Aim and Objectives	Impact and/or Contribution towards National, Regional and Local Priorities for Learning and Skills
To collaborate with ERBs (NEAA and NEECC) and other educational partners to shape and deliver key strategic skills for regional growth.	<ol style="list-style-type: none"> <li>1. Engage with NEAA and NEECC in its development and embedding of the LSIP to influence its content and assist planning and delivery by May 31st 2023 and onwards</li> <li>2. Continue to further develop high performing bootcamps initially in Green Skills and Digital</li> <li>3. Undertake a deep dive into the skills demand for current and emerging technologies in the priority sector</li> <li>4. Ensure the curriculum and the College's business development team promote and develop programmes through engagement with Small, Medium Employers (SMEs) to allow for reskilling and upskilling as employers see this important to maintain employability at all levels</li> <li>5. Ensure all adult curriculum offer embed digital awareness and development across all content</li> <li>6. Prepare the College for the Teacher of the Future and start to shape the changes needed in the workforce</li> <li>7. Continue to deliver and develop Free Courses for Jobs the North-East and in all LSIP areas</li> </ol>
<b>IMPACT</b>	Ensure tomorrow's workforce will be equipped with the vocational technical and digital skills required by employers.

03

College Strategic Aim and Objectives	Impact and/or Contribution towards National, Regional and Local Priorities for Learning and Skills
Lead the NEIoT in collaborating to deliver key strategic skills for regional growth.	<ol style="list-style-type: none"> <li>1. Establish a strategic direction to address the needs for the region in relation to key high impact sectors such as Advanced Manufacturing, Construction and Green Skills over the next 5 years</li> <li>2. Continue to seek innovative and dynamic opportunities to develop high level skills training</li> <li>3. Ensuring NEIoT is at the forefront of emerging technologies and sustainability for higher level technical skills and to be seeking additional funding to support employers in delivering such</li> <li>4. Be flexible in design and deliver to meet needs of working learners</li> </ol>
<b>IMPACT</b>	Promote partnership approach between FE/HE providers in region to align curriculum and delivery models for high value emerging technologies and Higher Technical Qualifications.

04

College Strategic Aim and Objectives	Impact and/or Contribution towards National, Regional and Local Priorities for Learning and Skills
Continue to introduce the T Level provision and align the college curriculum towards transition to the Qualification Reforms.	<ol style="list-style-type: none"> <li>1. To continue to launch the T Levels as per roll out and keep a watching brief on the changes to academic, technical and apprenticeship provision</li> <li>2. Monitor any government changes that may impact on T Level roll out</li> <li>3. Remodel college estate and accommodation to meet the demand of an increase in academic and technical teaching and delivery</li> <li>4. Increase opportunities for work placements</li> </ol>
<b>IMPACT</b>	Provide all students in the local region the opportunity of academic (A Level), technical (T Level) and apprenticeships provision to meet the local skills needs.

05

College Strategic Aim and Objectives	Impact and/or Contribution towards National, Regional and Local Priorities for Learning and Skills
Provide well informed and aspirational CEIAG for current and prospective students in qualification and career choices dependent on the new Qualifications Reforms and the careers of the future.	<ol style="list-style-type: none"> <li>1. To map how the Qualification Reforms will impact on the choices for year 9 onwards in their plans for further post 16 study</li> <li>2. Involve external stakeholders to deliver the jobs of the future</li> <li>3. Implement dedicated CEIAG to provide information to all year 8 and 9 pupils and parents</li> <li>4. Review current school engagement and ensure advice and guidance is robust and strong and provides young people with most up to date information</li> <li>5. Promote digital and sustainability agenda as a potential opportunity for future study</li> <li>6. Promote progression to level 3 qualifications in technical subjects is a key gateway to better jobs or higher education across the region</li> </ol>
<b>IMPACT</b>	All pupils and college students are aware of the options available to them to ensure appropriate CEIAG to allow for employment or Further and Higher Education to reach sustainable employment.



06

College Strategic Aim and Objectives	Impact and/or Contribution towards National, Regional and Local Priorities for Learning and Skills
Deliver key strategic skills for regional growth for higher level employment.	<ol style="list-style-type: none"> <li>1. Further develop and promote Higher Technical Qualifications (HTQs)</li> <li>2. Review curriculum offer and opportunities for Lifelong Learning Opportunities Entitlement to increase progression into Higher Education</li> <li>3. Promote Higher Education to all level 3 students for appropriate progression</li> <li>4. Ensure level 3 qualifications allows for progression onto level 4 qualifications</li> <li>5. Ensure appropriate digital skills are embedded in all HE programmes</li> <li>6. Be flexible in design and deliver to meet needs of working learners</li> </ol>
<b>IMPACT</b>	Develop and resource a curriculum offer that establishes and retains digital and higher technical teaching capability across the region.

07

College Strategic Aim and Objectives	Impact and/or Contribution towards National, Regional and Local Priorities for Learning and Skills
Review apprenticeship provision to align with curriculum changes and continue to grow and deliver high quality provision.	<ol style="list-style-type: none"> <li>1. Continue to develop high quality provision and add to College Curriculum Plan any new standards that meet regional and local needs</li> <li>2. Ensure the curriculum and the College's business development team to promote and develop programmes to allow for reskilling and upskilling as employers see this important to maintain employability at all levels</li> <li>3. Ensure there is a comprehensive curriculum mapping to ensure progression from all apprenticeship standards</li> <li>4. Ensure basic digital skills are embedded in apprenticeship standards</li> <li>5. Investigate flexible apprenticeship routes for shared short-term projects across employers</li> <li>6. Consider Accelerated Apprenticeships</li> </ol>
<b>IMPACT</b>	All pupils and college students are aware of the options available to them to ensure appropriate CEIAG to allow for employment or further and higher education to reach sustainable employment.

08

College Strategic Aim and Objectives	Impact and/or Contribution towards National, Regional and Local Priorities for Learning and Skills
Develop a coherent and comprehensive long-term strategy to respond to the changes and challenges in our workforce development through recruitment and retaining staff.	<ol style="list-style-type: none"> <li>1. Through the development of our 3-year curriculum plans identify the needs of the curriculum and future staffing needs</li> <li>2. To understand the impact of the Qualification Reforms on the role of the teacher</li> <li>3. To continue to support a culture of lifelong learning, to upskill and develop our current workforce to meet future needs</li> <li>4. Develop sustainable and empowering career and learning pathways for all staff</li> <li>5. Explore use of industry specialist staff to accommodate the curriculum content for T Level specialist provision</li> <li>6. To increase opportunities for industry placements to ensure staff are at the forefront of industry developments</li> <li>7. Review new methods of working to alleviate teacher recruitment challenges</li> <li>8. Increase opportunities for flexible employment packages into college</li> <li>9. Continue to encourage and support hybrid and other flexible means of working that are suitable to our working environment</li> </ol>
<b>IMPACT</b>	To recruit the right people for the right roles and achieve a flexible and responsive workforce in a high performing environment.

09

College Strategic Aim and Objectives	Impact and/or Contribution towards National, Regional and Local Priorities for Learning and Skills
Continue to assess and develop the Estates Strategy for high quality, appropriate facilities and resources.	<ol style="list-style-type: none"> <li>1. The current estate will continue to be adapted to respond to curriculum expectations</li> <li>2. The expansion of the college estate will be underpinned by an ambitious modernisation programme which ensures the student wherever their location will have the best learning experience in the most appropriate buildings</li> <li>3. Continue to invest in the classrooms and up to date technology of the future which will further enhance the pedagogy of teaching to encompass metaverse and innovative delivery methods</li> </ol>
<b>IMPACT</b>	To provide high quality learning facilities and resources to meet the demand of the classroom and teaching of the future and allow innovation for teaching staff and students.

# CORPORATION STATEMENT

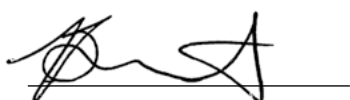
On behalf of New College Durham Corporation, it is hereby confirmed that the plan as set out above reflects an agreed statement of purpose, aims and objectives as approved by the corporation at their meeting on 25th May 2023.

The plan will be published on the college's website within three months of the start of the new academic year and can be accessed [here](#).



**ANDY  
BROADBENT**

Principal/Chief Executive  
and Accounting Officer



25 May 2023



**CHRISTINE  
WARREN**

Chair of Governors



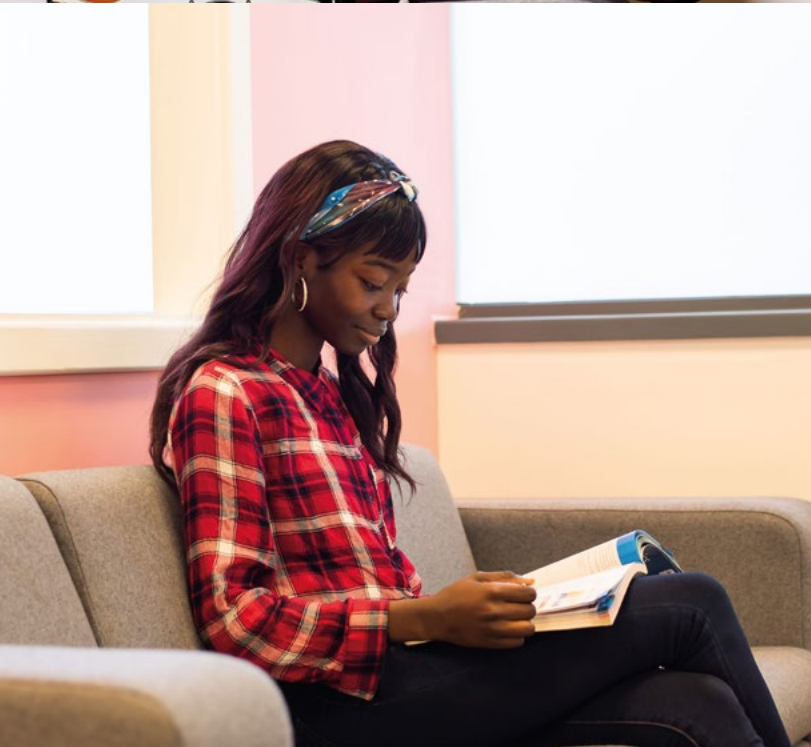
25 May 2023

## Supporting Documents

[1. New College Durham Strategic Plan 2021-2026](#)

[2. New College Durham OFSTED Inspection Report January 2023](#)







**[newcollegedurham.ac.uk](https://newcollegedurham.ac.uk)**

[help@newdur.ac.uk](mailto:help@newdur.ac.uk) | 0191 375 4000

New College Durham,  
Framwellgate Moor Campus,  
Durham, DH1 5ES