



City College Norwich Accountability Agreement

2024/25



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Andrew Barnes

Chair of the Corporation

This year the Governing Body of City College Norwich has supported the development of a renewed Vision for our College:

Changing Norfolk through learning

This Vision reflects the College's long held commitment to serving Norwich and Norfolk; its communities and businesses. In recent years the College has grown and evolved and this Accountability Agreement illustrates our contribution to our county. It also identifies our ambitions to be even more impactful in the future.

We believe this Accountability Agreement compliments our new Strategic Plan and provides a clear expression of our priorities for the future of our College.



Jerry White

Principal and CEO

This Accountability Agreement is published at a point of change for our country, our county and the Further Education sector.

The impending General Election looks set to alter the national political landscape. Locally in Norfolk, the County Deal and subsequent Devolution may create opportunities and challenges. At both levels, the work of Further Education colleges such as ours will be critical to supporting individuals to succeed and our economy to flourish.

I hope by reading this Accountability Agreement you understand the considerable contribution our College is already making and will recognise our ambitions for the future.

Purpose

The 2023/24 academic year has been a year of strategic review, culminating in the publication of our new Strategic Plan in June 2024.

Within this plan, we are committing to a new vision statement for the College: **Changing Norfolk through learning.**

The College's mission statement has been revised to: **Challenging your mind, inspiring your success, securing your future.**

Our new Strategic Plan identifies a number of key challenges for the College and the five strategic themes that will shape our response to those challenges and they are represented in Figure 1 (to the right).

Challenges



Themes

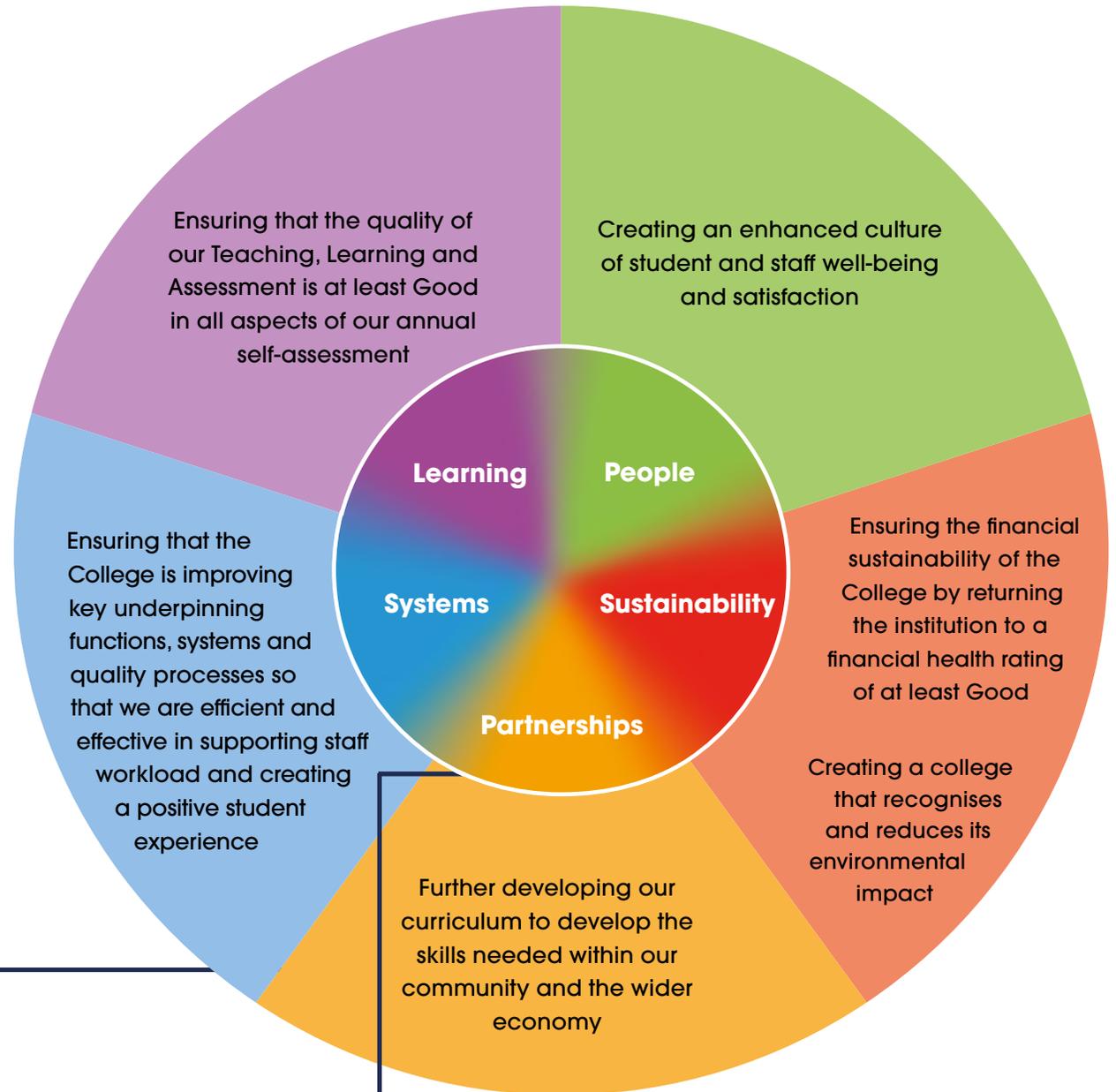


Figure 1 Five strategic themes

Locations

For the 2024/25 academic year the College continues to operate from 3 main campuses with a further 2 key delivery sites.

Figure 1 indicates the location of the campuses and delivery sites, including The International Aviation Academy Norwich.



Figure 1 City College Norwich campuses and sites

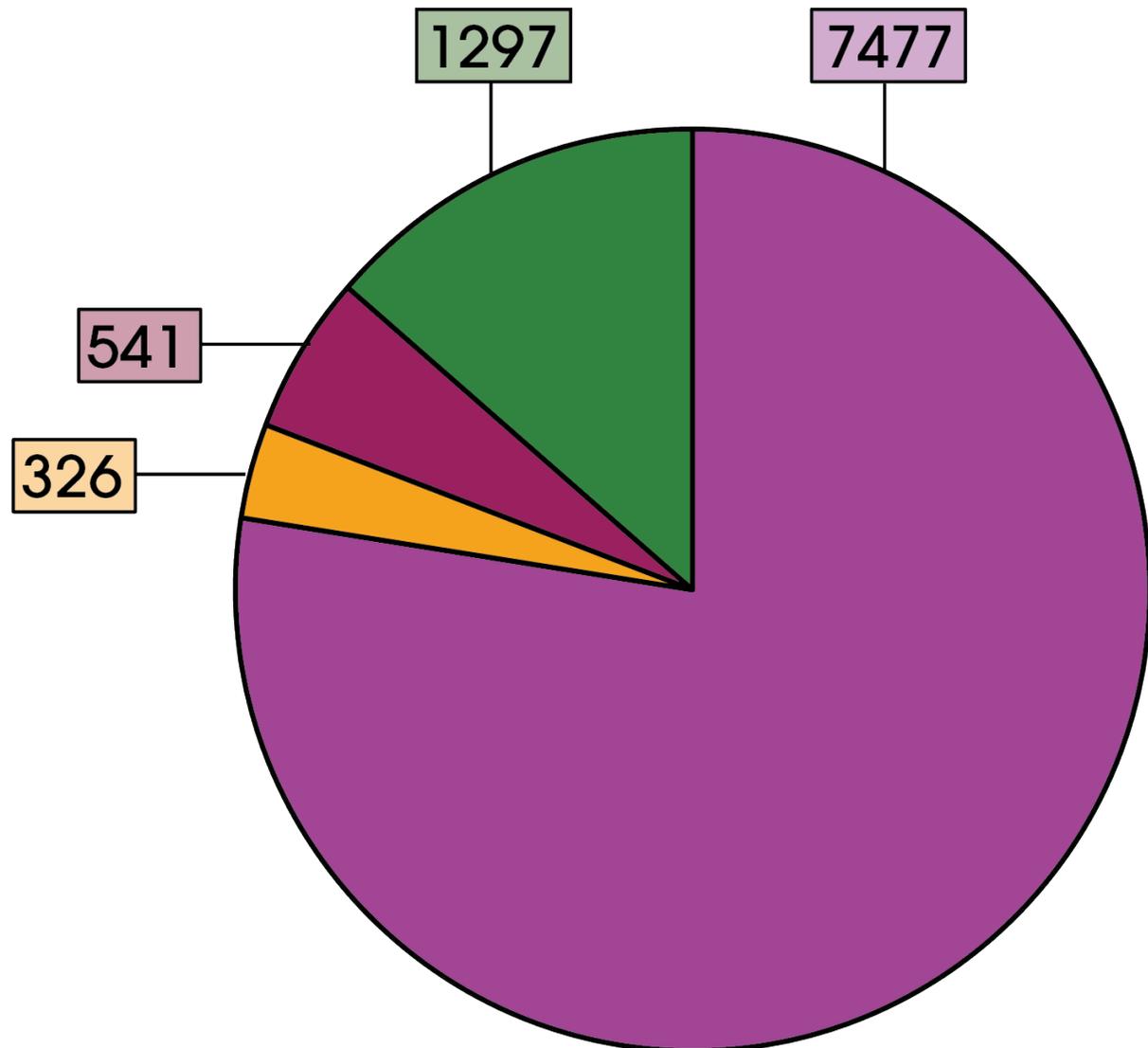
Learner Numbers

In the current academic year (2023/24), the College has provided learning for around 9,600 students and apprentices.

Figure 2 provides a breakdown of student main location by the 3 main campuses, Norfolk House and the International Aviation Academy Norwich.



Figure 2 Learner Numbers by location 2023/24





Context & place

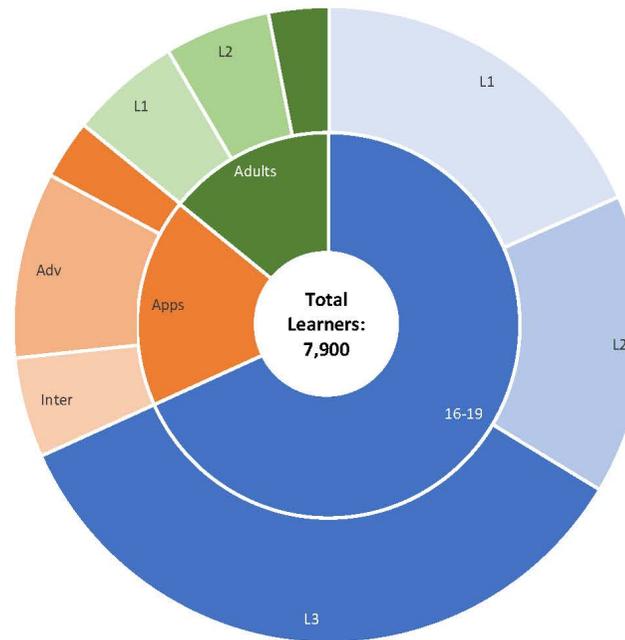
City College Norwich is a key anchor institution within Norfolk. The three campuses combined (City College Norwich campus, Easton College and Paston College) have served the county with educational provision for a combined total of 624 years (City College Norwich was founded in 1891, Easton College was founded in 1951 and Paston College was founded in 1604). The geography of Norfolk as a large rural county with its capital city of Norwich broadly centrally placed, means that the College is the only Further Education college serving the large rural area of central Norfolk from the North Norfolk coast to the Thetford forest in the south.

The recruitment area for the College is predominantly from Norfolk and North Suffolk. For some key specialist programmes such as those in land-based curriculum areas at Easton College and our Aviation Engineering degree at the International Aviation Academy Norwich (IAAN) regional and occasional national recruitment is seen. Given the rural context of the county, long and sometimes difficult public transport journeys are common for students and apprentices attending the College.

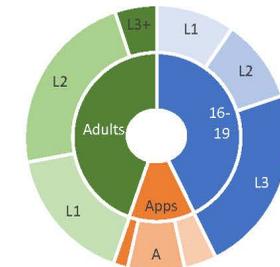
Within Norfolk, the College is:

- the largest educational provider to young people aged 16-18 in 5 of the 7 district council areas (Breckland, Broadland, North Norfolk, Norwich and South Norfolk)
- the largest apprenticeship provider to Norfolk apprentices and employers
- the second largest provider of adult learning
- the third largest provider of Higher Education

Profile of Learners



GFE/Specialist Colleges



EE GFE/Specialist Colleges

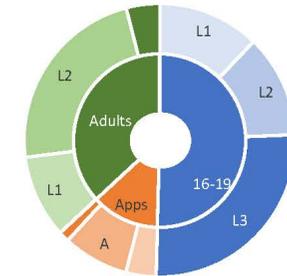


Figure 3 presents the College’s profiles of learners from the 2022/23 academic year (excluding HE students). Compared to regional and national averages, the College has a higher proportion of 16-18 students within its student body and a smaller proportion of adult students. Within 16-18 provision, we have a larger cohort studying at L1 and below and a smaller cohort at L3 than is the average, reflecting strengths in provision for SEND and other programmes for disadvantaged groups such as Unaccompanied Asylum Seeking Children (UASC). The recent mergers (Paston in 2017 and Easton in 2020) have predominantly brought 16-18 provision into the College, contributing to a profile of learners different to sector and regional norms.

Within Higher Education, the College plays a key role in widening participation to HE in a region where Level 4+ skills are seen as a key priority. We know that our HE students:

- are older than average (47% classified as “mature” i.e. aged 21 and over)
- come from areas where HE is not a normal destination in greater proportions than is the norm
- have higher prevalence of disabilities and difficulties than the sector average (27% report a Learning Difficulty or Disability)

See Key Below

	Learners	% College	% GFE/SC	% EE GFE/SC
16-19 Funded	5,390	68%	43%	50%
Level 1 or below	1,450	18%	10%	12%
Level 2	1,200	15%	10%	12%
Level 3	2,730	35%	23%	26%
Apprenticeships	1,390	18%	13%	13%
Intermediate	400	5%	4%	4%
Advanced	750	9%	7%	8%
Higher	240	3%	2%	1%
Adults (Adult Skills & Loans)	1,120	14%	45%	37%
Level 1 or below	450	6%	17%	10%
Level 2	430	5%	23%	23%
Level 3+	240	3%	5%	4%
Total	7,900	100%	100%	100%

Figure 3 – City College Norwich profile of learners (compared to other General Further Education (GFE) colleges nationally and regionally (EE = East of England)).

Data in Figure 3 excludes HE students

The College works closely with its sole validating university, UEA, and the other Norfolk university, Norwich University of the Arts, to contribute to our combined civic roles in supporting higher-level skills in our region. In 2024, the College and the UEA have developed a new Partnership Agreement to recognise the work they do together to support Norfolk and the region.

Norfolk is a complex county to serve, with wards of high levels of economic prosperity and educational attainment situated next door to wards within the 10% most deprived in the country. The rurality of the county can mask rural deprivation, and the pleasant environment of Norwich (often cited as one of the top 10 places to live in the UK) masks a lack of social mobility in some communities, which led it to be identified as one of the 6 key Opportunity Areas for additional governmental investment (and more recently to be named as an Education Investment Area). However, neither of these DfE funded initiatives have focussed support on post-16 provision in the area.

The nature of the county also presents challenges in the key area of staff recruitment. With only 3 geographically dispersed FE colleges in the region and limited inward migration, attracting and securing the highly skilled dual professional teachers and other specialist staff required by the College is often challenging.

Demographically, we are serving a growing and increasingly ethnically diverse city and a rural county which by contrast has areas such as North Norfolk with an increasingly aging population, very low birth rates and limited ethnic and cultural diversity.

These contrasts can be seen in the emerging 2021 census data. Whilst Norwich has 14.9% of its population aged over 65, North Norfolk has over a third (33.5%). Norwich has 17.6% of its population born outside of the UK and North Norfolk just 4.6%.

The College has strong relationships with key local government and economic development stakeholders. At the time of writing (June 2024), Norfolk is on the cusp of a “county deal” to create a level of devolution of some power to an Elected Leader at Norfolk County Council. Such powers will include the Adult Skills budget for the county, which is on track to be devolved from Sept 2025, meaning that the year covered by the agreement will be critical in the planning and operationalisation of new commissioning arrangements for this work. In addition, with around 5% of our College’s students being Suffolk residents, the importance of maintaining discussions with Suffolk County Council with their impending county deal can also be illustrated.

The size of the College’s catchment area also provides for considerable political engagement with Members of Parliament. The College is the main post-16 education and skills provider in the constituencies of 7 MPs and forthcoming changes in this landscape provides an opportunity for the College to engage with new political representatives and develop new advocates for the work of the further education sector.

The Local Skills Improvement Plans have been constituted on a Norfolk and Suffolk basis. The impending county deals may refocus such plans on the individual counties in time and for a College such as ours, there could be complexities in engaging with two structures rather than one. There has been strong collaborative work undertaken by the colleges in Norfolk and Suffolk to work together on the Learning and Skills Improvement fund (LSIF) projects. The strong work with the other Norfolk and Suffolk colleges that is created by the New Anglia College's Group does provide mechanisms for sharing of current issues and good levels of coherency of engagement in economic development work from the FE sector across the 2 counties.

The Norfolk Economic Strategy is being redrafted ahead of the potential county deal and at the time of writing, has not been published. The College has actively engaged in the consultation work for this document and is hopeful that the critical role of skills and of facilitating measures such as great public transport systems will feature within the new strategy.





Approach to developing the annual accountability agreement

Alongside the development of the Accountability Agreement, the College has been engaged in a number of key stakeholder mechanisms, which include:

- Working with our local employer representative body, the Norfolk Chamber of Commerce, to support the implementation of the Local Skills Improvement Plan (LSIP) and the subsequent Local Skills Investment Fund (LSIF)
- Supporting the work of the county councils to integrate the New Anglia LEP into their functions, including continued engagement with key sector groups such as the Agri-Food Industry Council and the New Anglia Advanced Manufacturing and Engineering (NAAME) groups.
- Specific planning work with Norfolk County Council and the other FE and adult community learning providers in Norfolk to consider the implications of the County Deal for Adult Learning and economic development priorities.
- Membership of the Norfolk Investment Framework steering group, creating the overarching framework to drive the counties economic development priorities for the coming decade following devolution.
- Engagement with local authorities with specific reference to the “levelling up agenda” with membership of planning boards for the Towns Deal funding and Shared Prosperity fund.
- Contributing to specific local government strategic developments, such as Norwich City Council’s 2040 vision group.
- Working alongside our key partner HEI, UEA, including formal representation on the Learning and Teaching Committee of UEA and the development of a new Partnership Agreement between the institutions.
- Strong involvement in the work of Norfolk County Council’s Childrens Services department, including through leading FE representation on the Children and Young People’s Strategic Partnership and through specific groups supporting vulnerable groups such as SEND.
- Individual employer discussions with partner employers who support a range of College activities from T Level industry Placements to HE course developments.

Such engagements have allowed the Senior Team to develop targets that are congruent with key priorities for other bodies and which allow for the College to play a meaningful and impactful role in the future of the county that we serve.

Governors have considered carefully how the revised Accountability Agreement for 2024/25 would work in harmony with the emerging Strategic Plan for the College. Governors reviewed the Strategic Target proposed alongside the emerging Strategic Plan and we will continue to utilise the Strategic Plan “themes” to align the Strategic Targets to our overall plan for the College. (see next section).

This has created a clarity that the Accountability Agreement and the Strategic Targets it contains will be aligned to the Strategic Plan and will become an annual statement of the progress we are making and the priorities we have for further development. This approach will be reflected in the launch of the new Strategic Plan in June 2024 which will coincide with the publication of this Accountability Agreement.



Contributions to national, regional and local priorities

This section attempts to succinctly identify key areas in which the College currently responds to the DfE National Skills Priorities and outlines our targets for the coming year.

Priority sector	Current City College Norwich contribution <i>(based on 2022/23 ILR data)</i>	Changes expected in 2024/25
Construction	60% of 16–18-year-old students in Norfolk (n=540). Largest provider of Construction apprentices in Norfolk (28%; n=420). T Level provider. Construction Skills Centre opening late 2024 (Norwich Campus); Renewables Centre opening Autumn 2024 (Easton College). HTQs launched in advanced construction.	16-18 growth Apprenticeship growth HTQ growth
Manufacturing	36% of 16–18-year-old Engineering and Manufacturing students in Norfolk (n=240). T Level provider. Largest provider of Engineering and Manufacturing apprentices in Norfolk (21%; n=220). HTQs launched in advanced Engineering and Manufacturing.	16-18 growth Apprenticeship growth HTQ growth
Digital and Technology	34% of 16–18-year-old students in Norfolk (n=100). Provider of Digital apprentices in Norfolk (15%; n=40). T Level provider. Provision available at both Norwich College campus and Paston College.	16-18 growth Apprenticeship growth
Health and Social Care	35% of 16–18-year-old students in Norfolk (n=300). T Level provider. 2 nd Largest provider of Health apprentices in Norfolk (11%; n=160). HTQs launched in Health. Provision available at both Norwich College campus and Paston College.	16-18 no change Apprenticeship no change HTQ growth
Haulage and Logistics	This is not a sector that the College provision currently directly addresses.	NA
Engineering	36% of 16–18-year-old Engineering and Manufacturing students in Norfolk (n=240). T Level provider. Largest provider of Engineering and Manufacturing apprentices in Norfolk (21%; n=220). HTQs launched in advanced Engineering and Manufacturing. Provision available at Norwich College campus and specialist Agricultural Engineering provision at the Easton College.	16-18 growth Apprenticeship growth HTQ growth
Science and Mathematics	Over 200 students studying at least 1 science and maths A level. T Level programmes in Laboratory Sciences. Over 1800 students studying GCSE / Functional Skills maths (c1500 aged 16-18; c300 aged 19+). Partner in Norfolk Multiply scheme. Provision available at Norwich College campus, Easton College and Paston College.	No specific growth plans but will respond to need of students

Priority programme types	Current City College Norwich contributions	Construction	Manufacturing	Digital and Technology	Health and social Care	Haulage and Logistics	Engineering	Science and Mathematics
T levels	Largest T level provider in Norfolk. Provision in Education and Childcare, Engineering and Manufacturing, Digital, Construction, Health, Business and Management, Science. Future growth anticipated in Hospitality, Creative Industries, Hair and Beauty and Agriculture. T Level Foundation Year provider. Staff have contributed to ETF and DfE best practice sessions and hosted provider visits here at the College.	✔	✔	✔	✔		✔	✔
Apprenticeships	Largest apprenticeship provider in Norfolk (n=1260). Over 200 higher and degree apprentices. The largest sectors include Construction, Health, Engineering and Manufacturing, and Agriculture and Animal Care.	✔	✔	✔	✔		✔	
Free Courses for Jobs	Current offer predominantly in Accountancy and Healthcare. Further work to be considered in 2024/25 in light of emerging priorities for Norfolk devolved Adult Skills funding (from Sept 2025 onwards).				✔			
Skills Bootcamps	Summer 2024 saw the launch of our first two skills bootcamp, with further plans for 2024/25.						✔	
Higher Technical Qualifications (HTQs)	Longstanding commitment to HE at levels 4 and 5 (Foundation degrees though our partnership with UEA and national awarding organisation qualifications such as HNC/HNDs). HTQs now approved in construction, engineering and manufacturing and health.	✔	✔	✔	✔		✔	

The following are the key targets for the College in 2024/25

Strategic Theme	Target Ref	Proposed Outcome Target	Links to national and/or local skills priorities	How we will do this	How we will know that it has been achieved
Learning	1	Increase the progression of young students to L4+ study	<ul style="list-style-type: none"> Enhancing Norfolk's L4+ qualification levels Growth of HTQs and Higher / Degree Apprenticeships 	<ul style="list-style-type: none"> Focus on Level 3 students to ensure every student is guided to consider HE / Apprenticeship progression Level 3 Course Leaders, PDCs aware of progression into Level 4+ Further enhance progression support such as HE bursaries Consider piloting new approaches to support parent/carers considering Level 4+ progression 	<p>Increased progression to L4+ study from Level 3 FT programmes.</p> <p>In July 2024 we will have increased the number of students who have accepted an offer (conditional or unconditional) for level 4+ study from 544 (July 2023) to 582.</p> <p>Additional training provided to key CCN roles on L4+ progression</p> <p>Piloting of parental /carer engagement completed and impact reviewed</p>
Learning	2	Complete thorough mapping of Government Curriculum Reforms by curriculum area, identifying "gaps" in available provision in order to ensure every programme has clear and appropriate intent	<ul style="list-style-type: none"> T Level implementation Consider implications in impact priority sectors such as Health and Social Care 	<ul style="list-style-type: none"> Strong levels of engagement with national curriculum reform processes Structured programme of curriculum review built with course planning cycle for 2025/26 Development of coherent "cross college" curriculum responses to "gaps" caused by curriculum reform, to ensure Norfolk continues to have the offer required 	<p>Applications for 16-19 programmes in May 2025 to be 102% of May 2024 figure.</p> <p>Strong knowledge of reforms allows College to respond positively to local provision opportunities that may occur</p>

Strategic Theme	Target Ref	Proposed Outcome Target	Links to national and/or local skills priorities	How we will do this	How we will know that it has been achieved
People	3	Develop a refreshed and coherent CCN Staff Development Programme based on Staff Skills Assessment (Training Needs Analysis)	CCN Strategic Plan (People Theme)	<ul style="list-style-type: none"> Produce TNA template Implement at Departmental level Feed into the appraisal process Based on the outcomes from the TNA, produce a development programme of courses and sessions in development days 	<p>Launch of new Staff Development programme in 2025</p> <p>Training records will demonstrate growth in CPD uptake</p> <p>Staff turnover rate reduction from 18.6% to 15% (a 20% reduction)</p>
People	4	Develop and publish "People" Strategy with a key focus on staff engagement and satisfaction	CCN Strategic Plan (People Theme)	<ul style="list-style-type: none"> Complete "Deep Dive" diagnostic work to identify key areas for development and strengths Working Group consisting of a cross section of staff from different areas and at different levels contribute to development of People strategy 	<p>Enhanced survey results (pulse and other)</p> <p>Responses to: "I see myself working at City College Norwich in 12 months' time" increases to 85% (from 81% in April 2024)</p>

Strategic Theme	Target Ref	Proposed Outcome Target	Links to national and/or local skills priorities	How we will do this	How we will know that it has been achieved
Sustainability	5	To approve and publish the College Climate Action Plan.	<ul style="list-style-type: none"> UN Sustainability Development Goals 17. UK law – net zero by 2050 	<ul style="list-style-type: none"> Agree the draft plan and outline targets with Governors ahead of publishing to staff Creation of staff resource to drive forward Environmental Sustainability Engagement of staff through sustainability “working group” 	<p>Climate Action Plan published on the College website by December 2024 and progress towards actions reported internally and to Governors.</p> <p>Clear baseline measures for key sustainability metrics established by December 2024 and monitoring tools confirmed.</p>
Sustainability	6	To develop and deliver a training programme for staff and students on climate action and sustainability.	<ul style="list-style-type: none"> UN Sustainability Development Goals 17 UK law – net zero by 2050 	<ul style="list-style-type: none"> Utilise training materials from the Carbon Literacy Trust (plus others) to develop CCN programme for students Pilot programme with all provision types to consider adaptations required Create staff training materials and roll out to create institution wide appreciation of Climate Action plan and collective responsibility 	<p>Formally evaluate the impact of the student training programmes across provision types</p> <p>Target 95%+ staff completion of Climate Action training materials by end of July 2025</p>
Sustainability	7	To aim to return to a financial health rating of ‘Good’ by end of 2024/25 academic year	Financial sustainability of the College.	<ul style="list-style-type: none"> Develop enhanced training and communications to promote financial awareness. Create a mechanism for the delegation of some initial budgets to College Management Team to decentralise control and enhance college wide work on financial control. Continue to enhance the regular financial monitoring information provided to Governors and the Senior Management Team 	<p>Internal budget management and reporting mechanisms track progress toward goal “in-year” effectively.</p> <p>DfE confirmation of financial health grade received Spring 2026</p>

Strategic Theme	Target Ref	Proposed Outcome Target	Links to national and/or local skills priorities	How we will do this	How we will know that it has been achieved
Systems	8	Undertake complete review of student progression and progression tracking systems, leading to development of enhanced CCN approach which impacts positively on student outcomes	CCN Strategic Plan (Learning Theme)	<ul style="list-style-type: none"> Review the current CCN approaches to progress and progression tracking and identify opportunities to build upon existing systems (likely E-ILP's) avoiding creating new systems/platforms. Roll out coherent and consistent approach to progress and progression tracking with associated training 	<p>Staff report that the progress and progression tracking system is well understood and being used consistently (positive survey score above 75%)</p> <p>Student survey indicate strong understanding of their progress on their course. (positive survey score above 85%)</p>
Systems	9	Create a clear and impactful internal communications plan to detail the key routes and mechanism for internal CCN communication	CCN Strategic Plan (Learning Theme)	<ul style="list-style-type: none"> Standardising the ways in which communications go out to staff, and staff can communicate with one another. A part of this will see the roll out of Viva Engage. 	<p>Improved response rate from staff to surveys. (average pulse survey response rate in 2024/25 at 66%, up from 50% in 2023/24)</p> <p>Measurable increase in staff satisfaction with internal communications (response to survey question "Leaders at the college keep people informed about what is happening" + 5% from 2024 levels)</p>

Strategic Theme	Target Ref	Proposed Outcome Target	Links to national and/or local skills priorities	How we will do this	How we will know that it has been achieved
Partnerships	10	Actively engage with Norfolk (and where relevant Suffolk) County Councils on devolution to ensure skills and the College sector benefits from the opportunities devolution provides	<ul style="list-style-type: none"> • Skills Bootcamps / Free courses for jobs • Adult skills activity in key national priority sectors 	<ul style="list-style-type: none"> • Actively contribute to the Adult Skills Budget devolution planning to ensure funding is maximised for learning activity • Proactively support the work of Norfolk County Council and District Council's in operationalising the Norfolk Economic Strategy and maximise investment in skills and lifelong learning • Champion the needs of vulnerable or marginalised groups with devolution opportunities to leverage additional support that impacts on the communities we serve 	<p>CN secures Adult Skills budget post devolution for 2025/26 which is greater than £1.8m to enable us to support additional students.</p> <p>CCN seen as playing key role as an "anchor" institution by stakeholders in devolution, evidenced by strong levels of strategic engagement from Norfolk County Council.</p>
Partnerships	11	Create structures that support employer engagement within our curriculum areas, to enhance the student experience and progression opportunities for our students and apprentices	<ul style="list-style-type: none"> • T Levels • Apprenticeships • Skills Bootcamps • HTQs • Courses in key national priority sectors • Devolution • Local Skills Improvement Plans 	<p>Utilise new Head of Employer Relations role to pilot employer engagement boards (or similar structures) within three key sectors</p> <p>Initiate and embed new Employer Boards in the areas of:</p> <ul style="list-style-type: none"> • Technical Construction • Agriculture/Food Production • Digital 	<p>Tangible examples of curriculum development as a result of employer structures evidenced within three SAR areas</p> <p>Boards established with clear agenda and strong attendance</p> <p>Students survey +5% in three key sectors for course provides work related skills</p>

Corporation statement

On behalf of City College Norwich, it is hereby confirmed that the College plan, as set out above, reflects an agreed statement of purpose, aims and objectives as approved by the corporation at their meeting on 2nd July 2024.

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 from the following link:

<https://www.ccn.ac.uk/our-college/city-college-norwich-strategy/>

Andrew Barnes

Chair of the Governing Body of City College Norwich



Supporting documentation



College information

Annual financial accounts and other Governance related documents can be found here: <https://www.ccn.ac.uk/our-college/city-college-norwich-corporation-and-governance/city-college-norwich-corporation-documents/>

The College's Ofsted reports can be found as follows:

- FE and Skills: <https://files.ofsted.gov.uk/v1/file/50174993>
- FE Residential: <https://files.ofsted.gov.uk/v1/file/50167909>
- Teacher Training: <https://files.ofsted.gov.uk/v1/file/50221406>
- Nursery: <https://files.ofsted.gov.uk/v1/file/2770445>

Relevant supporting information

The latest information on the Local Skills Improvement Plan (LSIP) for Norfolk and Suffolk pages can be found here: <https://www.norfolkchamber.co.uk/homepage/norfolk-and-suffolk-lsip/>

- The New Anglia Local Enterprise Partnership (NALEP) Economic Strategy for the region can be found here: <https://newanglia.co.uk/economic-strategy/>
- The Norfolk County Council Norfolk Economic Intelligence Reports are found here: <https://www.norfolk.gov.uk/business/business-services/norfolk-economic-intelligence-report>
- The Norfolk Investment Framework can be found here: <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/business-policies/norfolk-investment-framework>
- Norwich City Council's 2040 City vision can be found here: https://www.norwich.gov.uk/info/20324/norwich_2040_city_vision

