

Leicester Vaughan College

Learning for Life



Strategic Plan 2021 - 2023

A new higher education institution in an established tradition





Introduction

Welcome to Leicester Vaughan College. We are an independent higher education college offering part-time courses at university-level.

Our College is a re-establishment of an existing college which started life in 1862 as the 'Working Men's Institute with Library, Reading Room and Class'. Women were soon admitted to the College. This institute later became Vaughan College and established the 'Vaughan Tradition' of delivering part-time adult education at the higher level to local people across the Leicester area.

Now almost 160 years later we no longer just offer access to part-time adult learning for working people, though they remain important to us. We are a Community Benefit organisation and a member of the Co-operative movement. Leveraging benefit to our local community and involving our members sits at the heart of everything we do, from teaching to governing the College. Indeed, our membership is the backbone of who we are and what we aspire to grow. Alongside working men, we celebrate the involvement of women, of all adults from our ethnically rich communities across Leicester and its neighbouring areas. Reflecting the diversity of culture and widening the participation of underrepresented groups at the College are absolutely paramount to our mission and success.

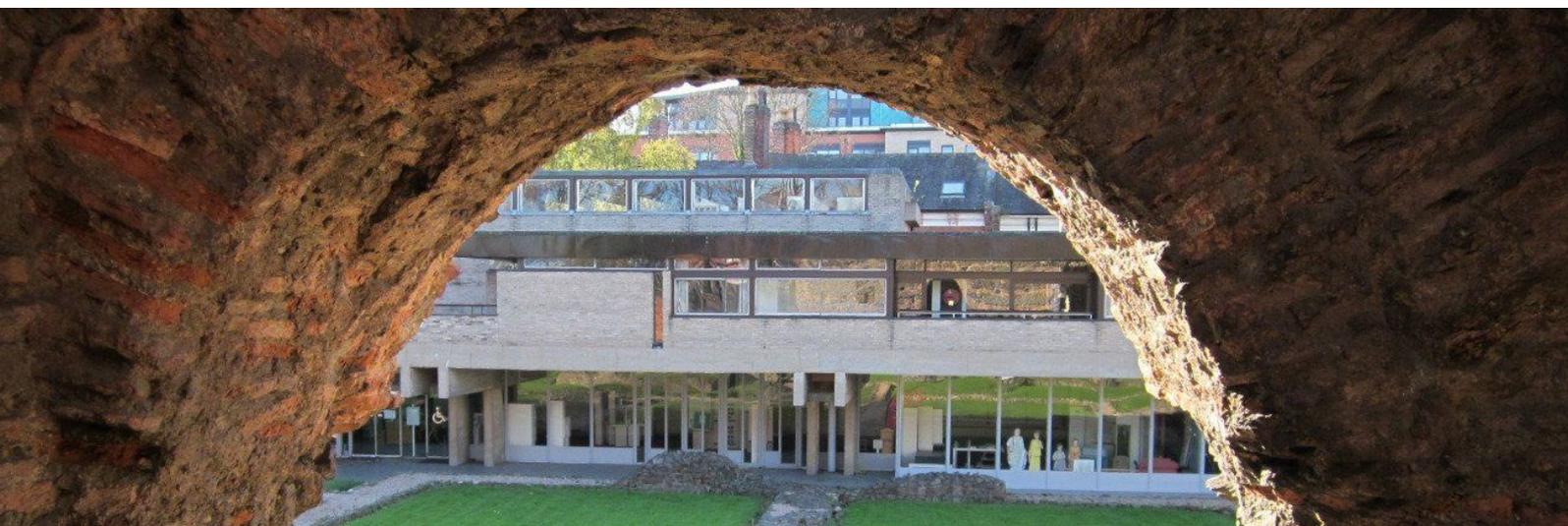
“ *This is an ambitious period for the College, a focused time of development, outreach, and expansion. We are growing our prospectus, membership, student body, and our accredited degree offer.* ”

Although we highlight a 160-year tradition, Leicester Vaughan College as it is presented in our first Strategic Plan is relatively new. At this exciting time, the College is a re-establishment of the former Vaughan College, previously part of the University of Leicester as the Vaughan Centre for Lifelong Learning. Re-founded in 2017, the Leicester Vaughan College's first strategy sets out our Mission, Aims and key strategic priorities until 2023. This is an ambitious period for the College, a focused time of development, outreach, and expansion. We are growing our prospectus, membership, student body, and our accredited degree offer.

Our Mission is for Leicester Vaughan College to be a pioneer in the Co-operative Higher Education movement, and the first Higher Education Co-operative in the UK to offer accredited degrees. We will work locally and nationally to share our journey. We aim for all of those involved in our College life, our staff and students, partners, and local businesses, to have a rich and rewarding experience. We welcome your interest in Leicester Vaughan College.

Sue Waddington

Cllr Sue Waddington,
Chair of Leicester Vaughan College



Our History

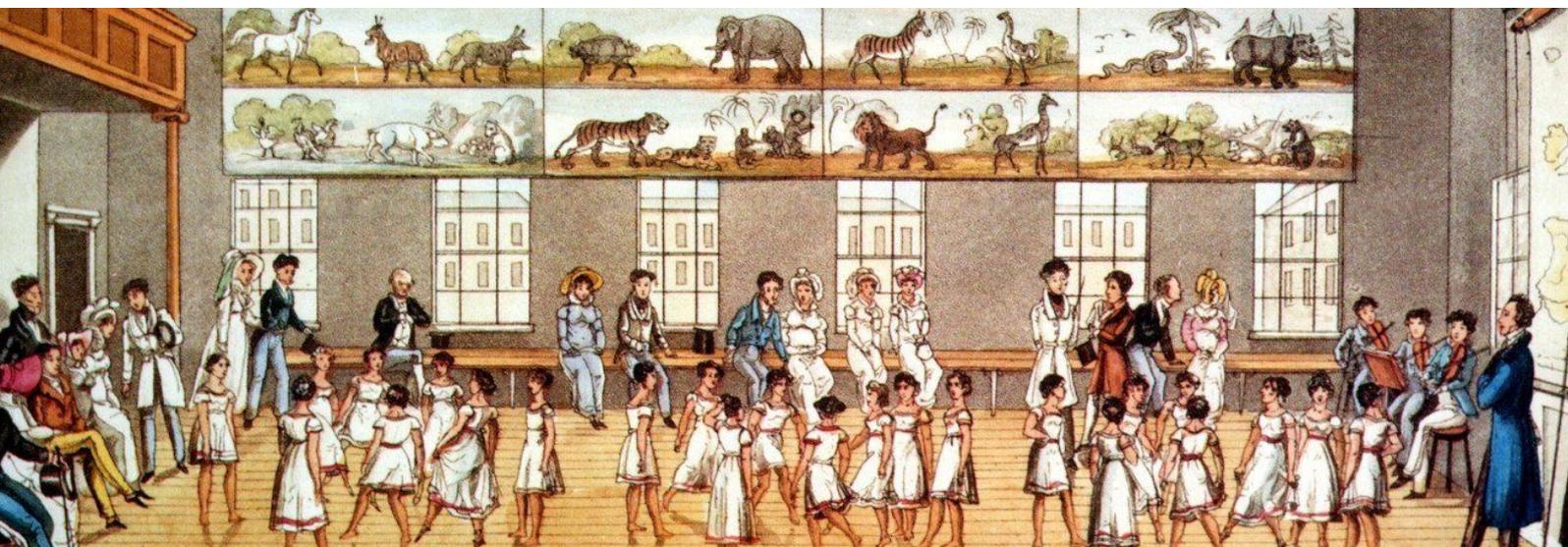
BUILDING ON THE 160-YEAR TRADITION OF PART-TIME HIGHER EDUCATION, SERVING OUR COMMUNITIES WITH A FIRST-CLASS LIFELONG LEARNING OFFER.

Leicester Vaughan College is the re-establishment of an existing college which started life in 1862 as the 'Working Men's institute with Library, Reading Room and Class'. This Institute later became Vaughan College.

The Institute was the result of the meeting called by the vicar of St Martin's parish, Revd David Vaughan, who was inspired by the work of the London's Working Men's College which had been established in 1854. The Institute was aimed at working-class men in Leicester and classes took place in the evening to allow as many to attend as possible. The adult classes were taught at St Martin's Boys School, which had just a couple of rooms. In 1868 the institute took 'College' as part of its title, becoming the Working Men's College and Institute. In 1880 a women's department was started with teaching taking place at different locations to the men's classes. David Vaughan's wife, Margaret Vaughan, was very much involved in the running of the College. Finances and student numbers fluctuated throughout the College's first 50 years but in 1907-8 the College built its own dedicated building on Great Central Street in Leicester, which brought classes for men and women under one roof. This was an achievement because the college, renamed in 1908 Vaughan Working Men's College, was the only provincial working men's college to survive into the twentieth century.

During the Second World War the WEA effectively ran the College, and it continued to have an important role in the delivery of University College's extra mural classes after 1945. After Leicester University was awarded its charter in 1957, Vaughan College found it increasingly hard to maintain its distinctiveness. However, the University did recognise the importance of having a dedicated building in the centre of the City and in 1962 a new college building was opened replacing the 1908 building, which was demolished during the building of Leicester's ring road. This building continued to offer a variety of different courses and also remained a teaching space for the WEA.

Adult education continues to be as important now as it was in David and Margaret Vaughan's time. Adults have the right to be able to develop, learn, re-skill, enhance their career opportunities, perhaps more now than ever before in world where we no longer expect a 'career for life'. Moreover, adult education has a considerable impact on individual's personal development, mental health and self-esteem; for many it is life-changing. We believe education is of equal vitality at all stages in life.



Our Four Priority Commitments to Our Community



1 ACCOUNTABILITY

Residents from our local community are directly involved in the development of our learning prospectus and the governance of our Community Benefit College.



2 DIVERSE COMMUNITY BENEFITS

The College exists to provide access to lifelong learning for local people, we build our outreach to engage with and support the diversity within the local community.



3 WORKING WITH LOCAL BUSINESSES

We aim to build links to our business community, understanding how best to develop our learning offer according to local needs - and involve businesses in our learning environment.



4 SOCIAL INCLUSION

Our course development is membership led and our governance strategy focuses on the involvement and representation of diverse groups across cultural, ethnic, sexual orientation and class groups.

Our Strategic Plan

"DEVELOPING THE COLLEGE'S LEARNING OFFER FOR LEICESTER AND THE SURROUNDING AREA."

Our Mission Statement

"To pioneer a co-operative university-level college for the communities that we represent."

Our Key Aims

- Secure a sustainable future for the unique, needed and socially-valued and valuable HE provision for the Leicester and surrounding area.
- Research and develop new provision, representative of our local community, as a contribution to the regional mix - through the auspices of our co-operative model.
- Model a new form of HE provider (co-operative, not-for-profit, specialist focus) as an innovative addition to the higher education landscape.

Our Strategic Priorities

We have established five strategic priorities, representing themes that will shape our ongoing development:

- Building our Cooperative Learning Capability
- Developing an Accredited HE Offer
- Widening Participation
- Sustainable Delivery
- Learning for Work, Personal and Community Development





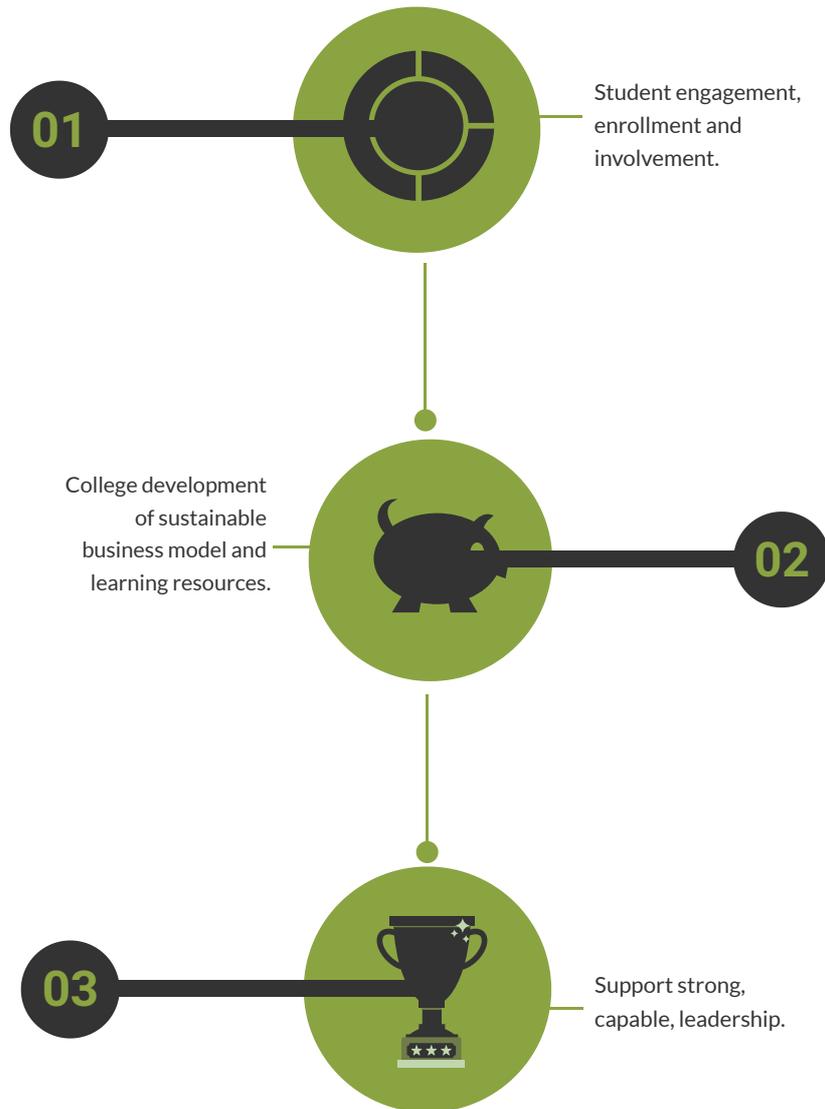
BUILDING OUR CO-OPERATIVE LEARNING CAPABILITY

Leicester Vaughan College will adhere to the principles of co-operation, influencing all aspects of leadership and delivery.

College students will be engaged in a new way of learning - alongside gaining new skills through their education, they will also be invited to give direction, helping the College review and make a contribution to the design of their own learning. Alongside this will be our investment in learning resources.

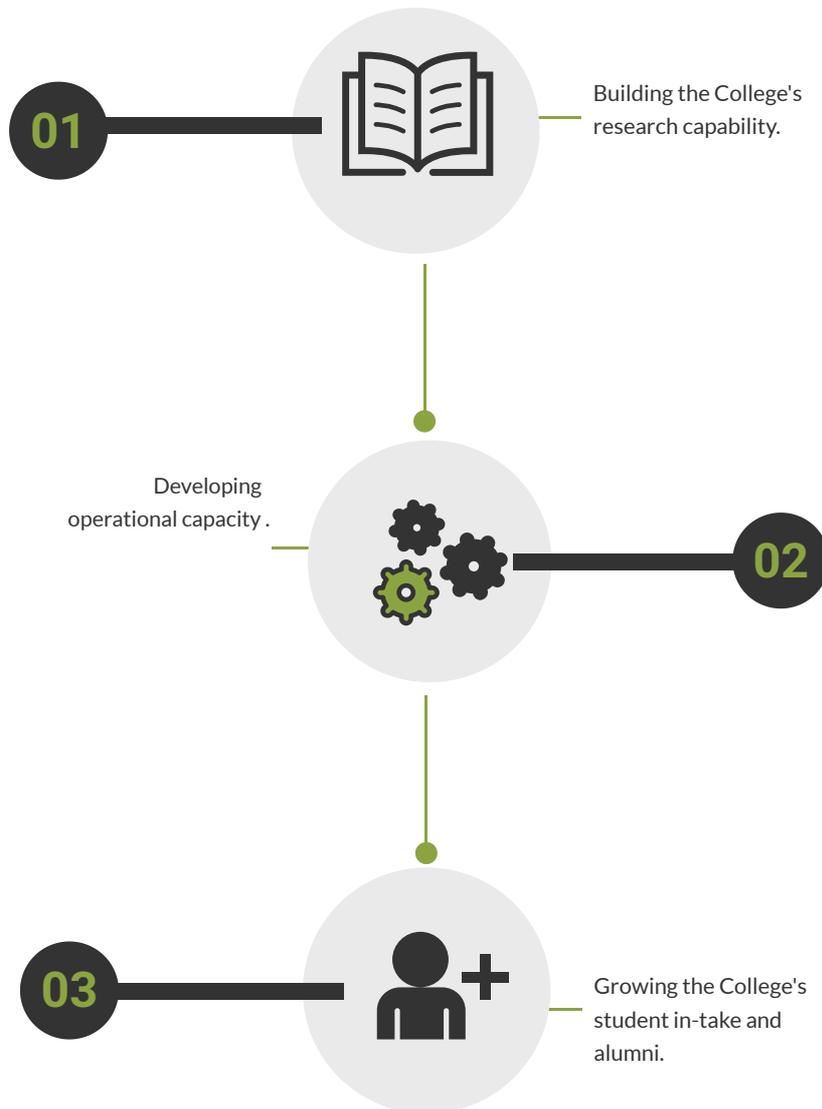
The notion of co-design forms an underpinning principle of what Leicester Vaughan College represents - students will engage with the Board of Trustees, be consulted, their communities and groups they identify with will be represented via the College's governance structure. Students will participate in designing and reviewing learning, planning and guiding our outreach and community engagement activity and the output of College research.

OUR STUDENTS WILL BECOME ENGAGED CO-OPERATORS



LEARNER CO-DESIGN, CAPITAL INVESTMENT AND LEARNER RESOURCE FACILITIES, HR AND LEADERSHIP.

DEVELOPING AN ACCREDITED HE OFFER



Working with our University partners and consulting with our members and local community - Leicester Vaughan College will design and secure a range of accredited programmes in a variety of disciplines.

The College will offer a healthy postgraduate and undergraduate programme, aiming for our first certificated graduates by 2024/5.

We will build our research capability – for our teaching staff, encouraging them to continue their learning, which in turn will benefit our students and members with their learning pathways.

Having the capacity to deliver is paramount in order to build an effective learning environment. We will grow our membership intake cognisant with our teaching capacity and seek new models of fundraising that underpins our Community Benefit Society constitution.

Our alumni will grow and the College will ensure that their involvement and rewarding experience will continue after graduation.

WORKING WITH OUR MEMBERS TO CO-DESIGN AND ESTABLISH FULLY ACCREDITED LEARNING DELIVERY.



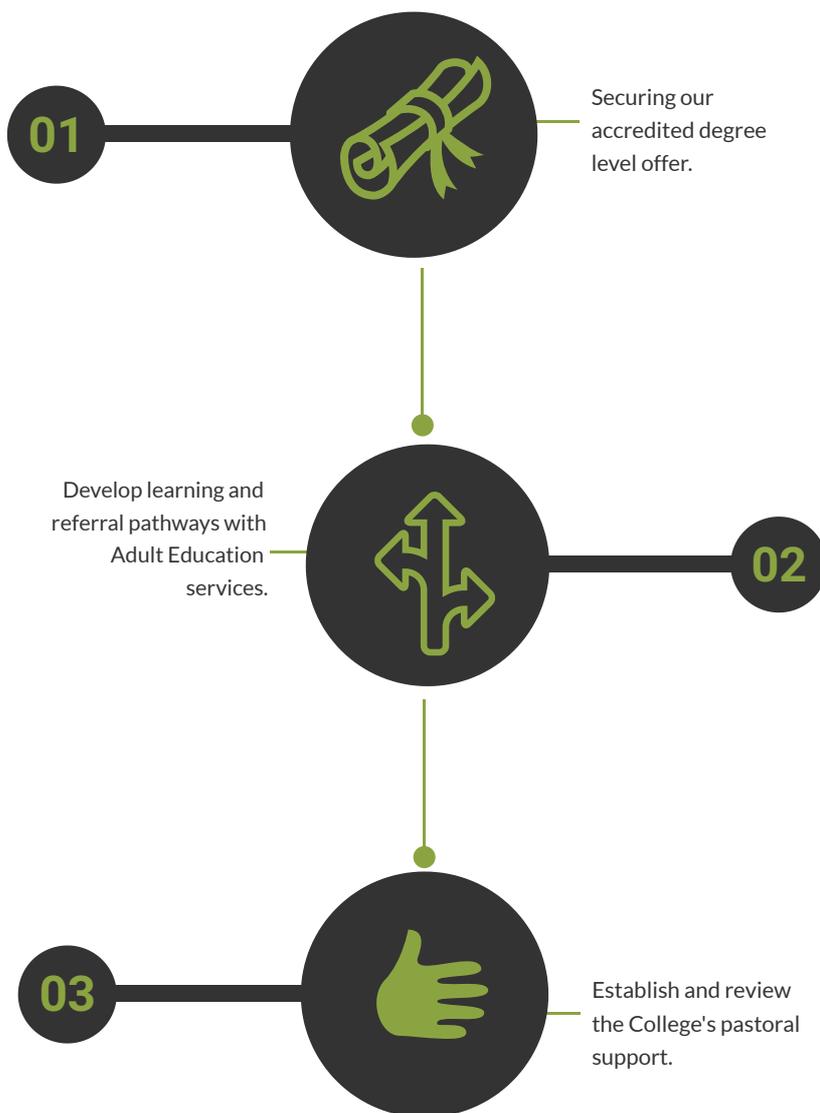
WIDENING PARTICIPATION

Securing the degree level offer and delivering our learning programme through a part-time, flexible, approach will fill a critical gap apparent in access to adult higher education.

We will integrate our learning engagement, reaching out to community organisations and stakeholders, in partnership with local Adult Education services.

Our constitution and governance strategy will focus on co-operation, co-design and building inclusion. We aim to reach out to underrepresented groups and demonstrate the role learning and skills have in addressing disadvantage. This means our prospectus will grow a diverse offer, being responsive and reflective of our local community.

It will be critical to ensure that the right pastoral support is available and we will consult with our members, students, and staff to plan and review our pastoral activities.



OUTREACH AND ENGAGEMENT ACROSS LOCAL COMMUNITIES IN LIFELONG LEARNING/HIGHER EDUCATION, RESPONDING TO DIVERSE LEARNING NEEDS.



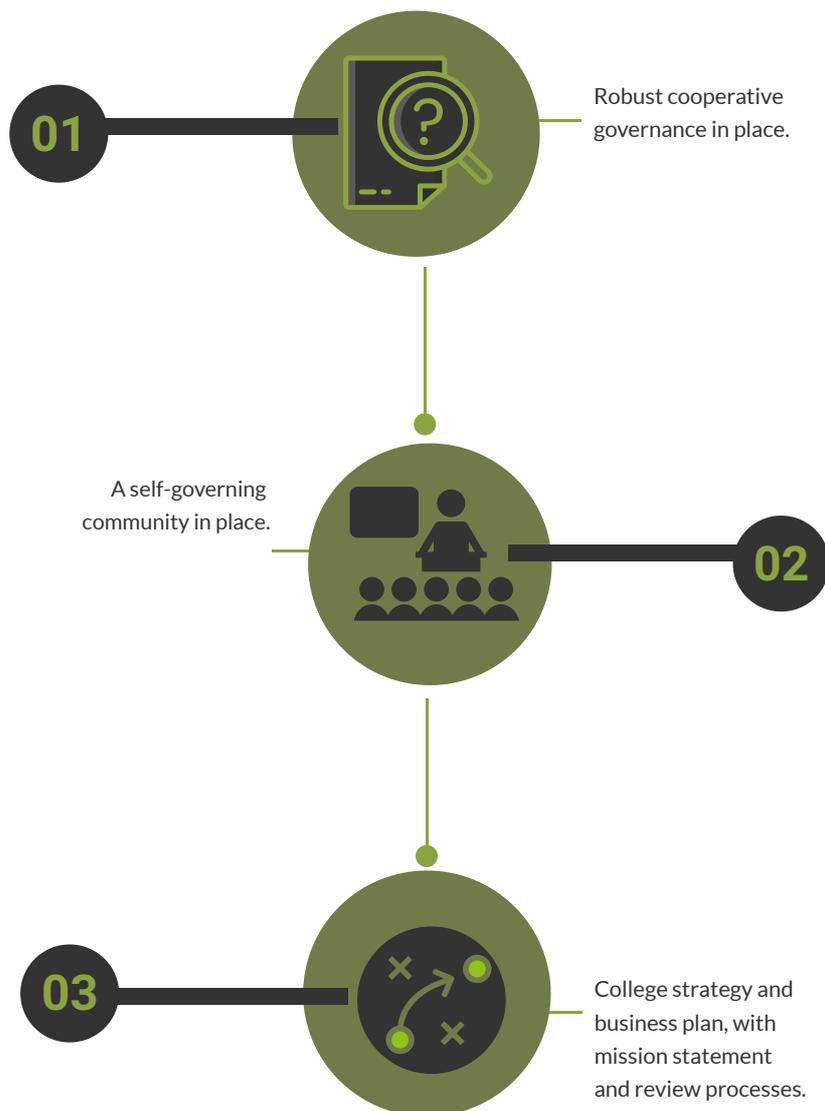


SUSTAINABLE DELIVERY

Sustainability runs central to our mission and core aims. As a not-for-profit, co-operative, our members and the local community they represent will always be the ultimate beneficiaries of our success.

Co-operative principles and values underpin all we do, and at the heart of this is people. Treating our staff, students and members is the cornerstone of our approach to sustainability. Leicester Vaughan College will offer a rich and rewarding learning and teaching experience, leading directly to student retention. We aim to welcome students to our College, guiding them through every step: initial enquiry, application process, starting to study, right through to graduation. Sustainability and student success are directly linked, and supporting students to thrive sits at the core of our approach.

The College's governance and policies will scrutinise the progress we make against our business strategy and business plan. The involvement of students will build in co-operation and transparency. Our governing policies, including our commitment to the environment, will be regularly reviewed and used to prioritise the day to day running of the College.

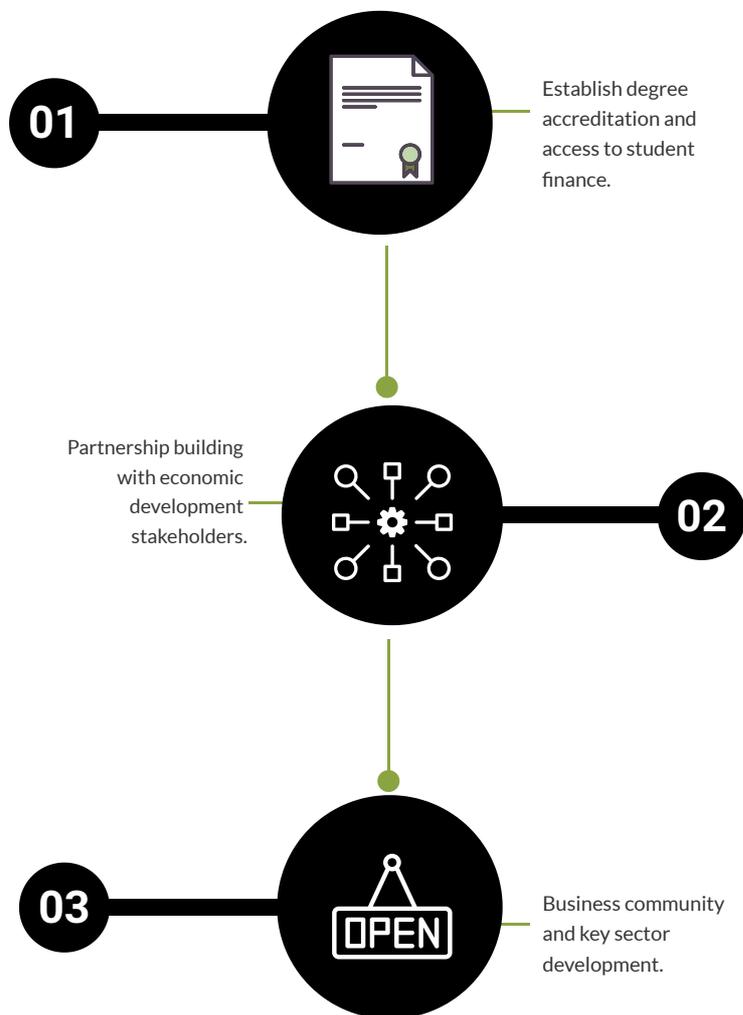


CREATING A SUSTAINABLE CO-OPERATIVE UNIVERSITY, THROUGH OUR COMMUNITY BENEFIT SOCIETY.

LEARNING FOR WORK, PERSONAL AND COMMUNITY DEVELOPMENT



Leicester Vaughan College believes in the value of education **far beyond employability**. We will offer courses designed to empower people within their communities, and for every kind of personal development. We believe education can be transformative and valuable in its own right. Our co-operative approach embraces different kinds of knowledge, learning, and experiences, directly in the classroom. Learning can occur anywhere, and we draw on all of this in our classroom. We will support every learning journey individually, for whatever reason someone decides to study.



Establishing our degree-level offer and opening the access to student loan finance, secures the engagement and retention of our members and overall learning approach.

With these foundations in place, our proactive approach toward business involvement forms a key aspect of developing a prospectus that holds genuine community benefit. We will build effective outreach partnerships with organisations involved in working with our local economic sectors. Brokering training requirements from community businesses and consulting with them in the development of our learning and training offer will be a key activity.

The College's part-time, flexible, approach will be offered as a key benefit to local employers. We will aim to find solutions for teaching and training that work alongside business hours and demands.

BEING THE PARTNER OF CHOICE FOR OUR LOCAL BUSINESS COMMUNITY, BUILDING THE CAPACITY IN OUR ECONOMY THROUGH RESPONSIVE LEARNING.

College Impact and Outcomes

OUR MAIN BENEFICIARIES ARE THE PEOPLE AND EMPLOYERS IN THE LEICESTER AND SURROUNDING AREA. OUR **DUAL FOCUS** ON INDIVIDUAL SELF-IMPROVEMENT AND THE CREATION OF AN INCLUSIVE AND SUPPORTIVE COMMUNITY, WILL GUIDE OUR ONGOING REVIEW OF IMPACT AND OUTCOMES.



Each of our key strategic priorities are planned in detail using our discipline of defining objectives, actions, outputs and outcomes. Overall this forms a Theory of Change planning and review discipline for the College's Board of Trustees and leadership team.

We are clear on the outcomes we expect from the delivering of our Mission and priorities but also understand the importance of review and adapting to change. Therefore effective risk and contingency planning also form the cornerstone of our effective College Impact and Outcome planning reviews.

Quality assurance and the governance of our policies - from impact on the environment through to social inclusion, are key elements within our Governance Review and governance structure. Critical to this is the involvement of our members and students direct.

Community Benefit Society

Leicester Vaughan College is a community benefit society (no. 7622) and is registered with the Financial Conduct Authority (FCA) as a limited company. Membership of the Society costs £1 and is open to anyone who subscribes to its 'objects', that is, the aims of the Society. The Society has opted to have an 'asset lock' and is run on a not-for-profit basis.

As a community benefit society, Leicester Vaughan College is run by a Board of Directors which have been elected by members of the society at the Annual General Meeting. The Board is permitted to co-opt two further board members if necessary. The list of the current Board and their qualifications can be found on our website. Until the launch of our first degree programmes, the Board is responsible for overseeing the running of the College and its progress towards degree-awarding powers. There are two main sub-committee of the Board which deal with finance and academic matters.

Building for the Future

We are in partnership with Leicester City Council's **Adult Learning Service** and have an agreement which permits us to deliver our courses at their Adult Education College on Belvoir Street in central Leicester where we have our head office. We have ambitions to work towards our own building in the future, to create dedicated learning spaces. work towards acquiring our own building which will also serve to widen our income stream.

Leicester Vaughan College's initial three--year strategy establishes a Mission and series of strategic priorities, which oversee a period of key transition.

Our ambition is to see the College with a new dedicated 'Vaughan Centre' for its expanding operations from 2023 onward. Core to this is the successful introduction of the degree level learning offer, with full accreditation and access to student financing. A higher education offer in turn opens up our traction with the local area - filling a key gap in part-time higher education.

Our plans for the future involve the expansion of our staff, integrating professional services and teaching to create a nurturing, supportive learning environment. The principles we have for widening participation and social inclusion requires dedicated resources for outreach and partnership development, across the Leicester and surrounding area.

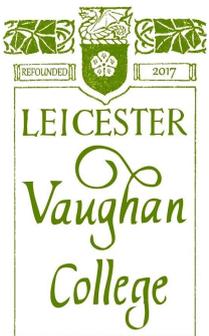
We will see our prospectus expand with a diverse and detailed higher learning offer across the disciplines, initially with a focus on the arts and humanities and counselling, with future plans to expand beyond this. We offer flexible, tailored learning in response local business and community needs, particularly around co-operative learning.

We believe that our flexibility gives great advantage for offering responsive learning solutions, relevant to local interests and needs.

Beyond this initial three-year year cycle, we aim to see Leicester Vaughan College delivering a robust and sustainable business model, with positive benefits and outcomes amplifying through our co-operative principles.



"To pioneer a co-operative university-level college for the communities that we represent."



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