



# STRATEGIC INTENT 2021-2031



**BE PART  
OF IT**



# OUR VISION



To be the learning destination of choice



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## POSITION STATEMENT FROM THE CHIEF EXECUTIVE & PRINCIPAL

We are facing a future of new and great opportunities and we need to take these prospects and turn them into reality. Because our world is changing fast, it's imperative that we have a clear vision and purpose which acts as our North Star.

Our students and staff are facing increased pressures in life giving rise to issues around wellbeing and mental health. We must listen, support and ensure we act in line with our values.

Understanding where we are has enabled us to set out our journey to realise our vision. Our staff have been mobilised to create a future based on commitment, optimism and inspiration.

Ours is a people-led strategy that gets to the heart of why we do what we do, embodying our culture of ownership, accountability and responsibility for our actions. All our staff contributed to an open and transparent development process, creating our clear vision, guiding principles and priorities ...

- Our **vision and purpose** inspires our culture and values.
- Our **strategic intent** describes our goals and details the eight strategic actions that will deliver our vision.
- **Action plans** will drive forward these strategic actions, aligning operational activities with our vision and intent.

Within a changing political and economic environment, City College Plymouth now, more than ever, needs to establish itself as a significant element of our City's civic infrastructure - an anchor institution - vital to the development of our community and our economy. To do this we must be a college that performs and continuously improves so we become dynamic and transformative in all that we do.

A post-pandemic world that is also facing climate change, technological revolution, demographic shifts and the unknown impacts of Brexit requires College staff to have the right qualities and values to lead the City College Plymouth of tomorrow.

City College Plymouth is setting out to make the right decisions about our future, our strategic choices and resource allocations. Our strategic intent clearly defines our direction of travel, our priorities and our contribution to the City and beyond.

**Jackie Grubb**  
Chief Executive & Principal





## INTRODUCTION FROM THE CHAIR OF GOVERNORS

A people-led and collaborative approach is the foundation of this strategic intent and one that is both inspirational, aspirational, and cutting edge in its presentation.

Through a truly collaborative process engaging all College stakeholders, the identification and articulation of the College's strategic priorities sees the College at the heart of the economic prosperity of the City and wider region.

The College's strategic intent sets out our role in providing a first-class skills and training provision for the next ten years and really embodies the College's vision to be the learning destination of choice; we do this by providing a pathway for our students through excellent teaching whilst continuing to inspire them. Holding ourselves accountable through continuous improvement and performance will ensure we continue to look for new opportunities to build a diverse student population that ultimately benefits our external stakeholders.

The eight strategic actions will be delivered through an innovative and quality education in a nurturing and caring environment, whilst embracing new technology and methods of learning that remain relevant to the employers within our City.

We at City College Plymouth now confidently set our sights to a horizon where our approach will deliver those skills much needed to revitalise our economy and enhance the prosperity of both our students and employers.

We have adopted an ambitious ten-year strategy; I would recommend that anyone interested in the activities of the College should read it and get involved (it is available on the College's website).

I make no excuse in reiterating that through our people-led and collaborative focus, we are committed to working with all College stakeholders - students, staff, alumni, and the local and regional community - to achieve our collective vision. The work of the College will lead to student success and the success of the community, the City and the region.

The College's vision and purpose is set to inspire our culture and values and I am extremely proud to be Chair of Governors and to represent my fellow Governors, as well as all College stakeholders, on this exciting and inspiring journey.

**Richard Stevens**  
Chair of Governors

## OUR VISION

To be the learning destination of choice

## OUR MISSION

Learning without limits

## UNIQUELY CCP

We are the college of the City, for the City; we respond with passion and pride to its challenges and opportunities, raising the aspirations of our students, community and business partners to grow our City's potential.

We are the college of Britain's Ocean City, building on our unique heritage and marine credentials to broaden the horizons of our students, preparing them for global opportunities and driving innovation and productivity in our economy.

We are the college of our community, supporting the health, wellbeing and life chances of the people of Plymouth through inclusive teaching and a curriculum that encourages and delivers learning without limits.



## EIGHT STRATEGIC ACTIONS TO ACHIEVING OUR VISION

- We will respond to a changing economy with education that connects learning and our learners to the real world, working with students, employers and other stakeholders to shape a flexible, agile skills provision, supporting employment, innovation and productivity through our **strategic action: curriculum**.
- We will empower our staff through clarity of purpose, confidence and shared understanding. A culture of trust will enable us all to embed our values - **respect, ownership, integrity** - motivating our daily actions, attitudes, language and decisions through our **strategic action: developing people**.
- We will become a cloud and digital-first college, maximising the use and benefits of our technologies to reimagine our curriculum and services through our **strategic action: digital**.
- We will ensure we have the financial resilience to drive growth and innovation through our curriculum, partnerships and our estate through our **strategic action: finance**.
- We will create collaborative, integrated solutions to strengthen the current and future health and care workforce and improve the wider determinants of health in our City through our **strategic action: health and active wellbeing**.
- We will co-create employer-responsive, flexible technical skills programmes in marine, advanced manufacturing, construction, digital and sciences to reshape the skills landscape of our community and drive growth through our **strategic action: maritime, manufacturing, construction and the built environment**.
- We will build and use our physical spaces, infrastructure and resources to drive and respond to key developments in our curriculum, our community and our economy through our **strategic action: estates and assets**.
- We will support the region by collaborating and innovating with the civic and commercial sectors, continually developing our curriculum and business models to deliver the true potential of the College through our **strategic action: opportunities**.



## STRATEGIC ACTION - CURRICULUM



Our strategic action for our curriculum reflects the College's passion to transform futures through high-quality teaching and learning. It will build a vibrant and exciting curriculum that is distinctive, flexible, employer-led and truly responsive, which embraces opportunities and exceeds stakeholder expectations.

Creating a curriculum that surpasses the requirements of both students and employers of today and tomorrow, enabling us to achieve our vision, by:

- establishing a clear route map into education right through to meaningful employment and/or continuing education
- providing excellent, high-quality teaching and learning that exceeds expectations and aspirations
- ensuring our curriculum remains flexible and responsive to the changing needs of our partners, employers and our students.

This is undoubtedly an ambitious strategy that will require significant transformation. It will focus on three key priorities, to:

1. organise and structure the College to achieve clear 'route maps' from entry through to employment
2. create a culture that empowers people, innovates and achieves 'excellence' enabling proud connections
3. establish proactive and viable relationships and partnerships to sustain a high- quality curriculum.

We have an excellent foundation of established relationships internally and externally, exceptional achievement rates and outstanding student satisfaction on which to build.

This strategic action is directly underpinned and informed by a further seven key strategic areas. Given the fundamental nature of our curriculum and its delivery, it is inextricably linked to all of the College's strategic actions. Taking an outcome-focused approach, the implementation of this strategic action

will ensure the curriculum is derived from a genuine understanding of what is needed, what will help and what will make our region prosper.

By 2026, our strategy will ensure that:

- 100% of teachers undertake a dedicated programme of professional development focused on achieving and sustaining excellence in teaching, learning and assessment as set during vigorous performance reviews
- we achieve a 3% increase in student numbers year-on-year
- all programme areas have a robust route map in place
- all programme areas have access to meaningful industry placements
- we achieve a 5% increase in levels of positive destinations for our students
- we achieve a 5% annual growth in our community learning offer
- we are graded 'outstanding' by OFSTED.



## STRATEGIC ACTION - DEVELOPING PEOPLE

Our staff are our greatest investment and their day-to-day contributions build our unique College and enrich our community. To deliver the true potential of our College and to create a culture of 'opportunity' we will invest in the people who will make this happen: our staff, our students and our wider community.

We will ensure that our organisational culture impacts positively on the wellbeing and health of all of our staff. Our leadership culture and our business model will visibly demonstrate our values, focusing on our purpose and empowering us to be brave, make mistakes and driving on to innovate and succeed.

We will:

- create healthy learning and working environments for our staff, enabling them to achieve their full potential
- ensure that all voices and opinions are valued, through open communication channels that empower our staff to continuously improve our College
- develop and strengthen our staff through open performance management, mentoring and coaching to enable each individual to have true accountability and ownership for their role within our College

- encourage all staff to have a thirst for knowledge that will drive innovation, equipping them with agile skills and expertise through a dedicated programme of professional development
- support the mental health and resilience of our staff and students through open communications, accessible mentors and coaches, and proactive wellbeing support services
- promote healthy nutrition and lifestyle choices throughout our College environment, through our facilities, services and culture.

By 2026, our strategic action - developing people will ensure that:

- we are known as an employer of choice, demonstrated through staff and stakeholder surveys, enabling us to recruit and retain excellent, experienced staff
- 100% of teachers have a dedicated programme of professional development
- all staff are engaged with an open, responsive performance management process
- all staff feel connected to our culture and values.



## STRATEGIC ACTION - DIGITAL

Accelerated use of technology has propelled us to 'cloud-confident' in order to embrace the opportunities that have been presented. The global pandemic and the College's new strategic vision and purpose have propelled us into a new decade where education and training will change forever and for the better.

The future of teaching, learning and assessment and our working practices will be responsive, agile and individualised. Flexible and smart ways of working and the adoption of technology will create the most accessible and fair environment that City College Plymouth has ever had. We will place emphasis on productivity and not presenteeism. The digital strategic action has three overarching aims:

### To make people's lives better:

- affecting long-term change by investing in and shaping the College's leadership
- using automation, systems and technology to reduce workload and increase the time and space required for high-value activity
- enable flexible working to support a diverse workforce that will add value and enrich the College
- ensuring greater transparency in all our practices to allow true accountability and ownership.

### To keep us safe and better connected:

- to be a cloud and digital-first college, maximising the use and benefits of our technologies
- creating a college that is more connected and integrated, using digital to reimagine services and delivery that is user-focused
- to ensure that we optimise our work by creating and utilising a single source of the truth/data
- to enable frictionless learning and collaboration from classroom to workshop to online.

### To be efficient and more productive:

- to continually shape and sustain the future of the College
- design thinking will be at the core of our ongoing development
- working together as a cooperative ecosystem and helping to change perceptions of the College as we become widely recognised as a leading EdTech institution
- by investing in people to master our technologies and to foster our cultural ethos.

There is a new focus on further education colleges transforming and evolving to be more responsive to a demand-led skills environment and to be an efficient, high-performing business, delivering quality training and education, whilst providing good value for money with the funding it receives. This shift in what further education is and provides will require cultural and systemic change.

To achieve this the College will need strong leadership, skills and knowledge to support its transformation. This strategy will underpin the College's transformation to be the best it can be and secure its ongoing future.



By 2026, our strategy will ensure:

- that we achieve Google Reference College status within two years
- that we deliver three seamless digital journeys: recruitment, student journey, progression and destination
- frictionless working on campus or anywhere in the world to drive connectivity, creativity and community, offering agile learning between the classroom, workshop and online
- 100% of core College activity undertaken through digital technology.



## STRATEGIC ACTION - FINANCE

The strategic action - finance will support the creation of our College vision, ensuring financial resilience for security and driving growth and innovation for the future. A 'good' financial health score provides a solid baseline to move forwards from.

The strategic action - finance will support the delivery of the other strategic actions by generating funding to invest into resources (including staffing), estates and equipment, working together to identify their financial requirements and associated capital and revenue opportunities. We will develop financial agility by leading, identifying and prioritising actions supported by timely and accurate information to inform decision-making.

Strategic action - finance will:

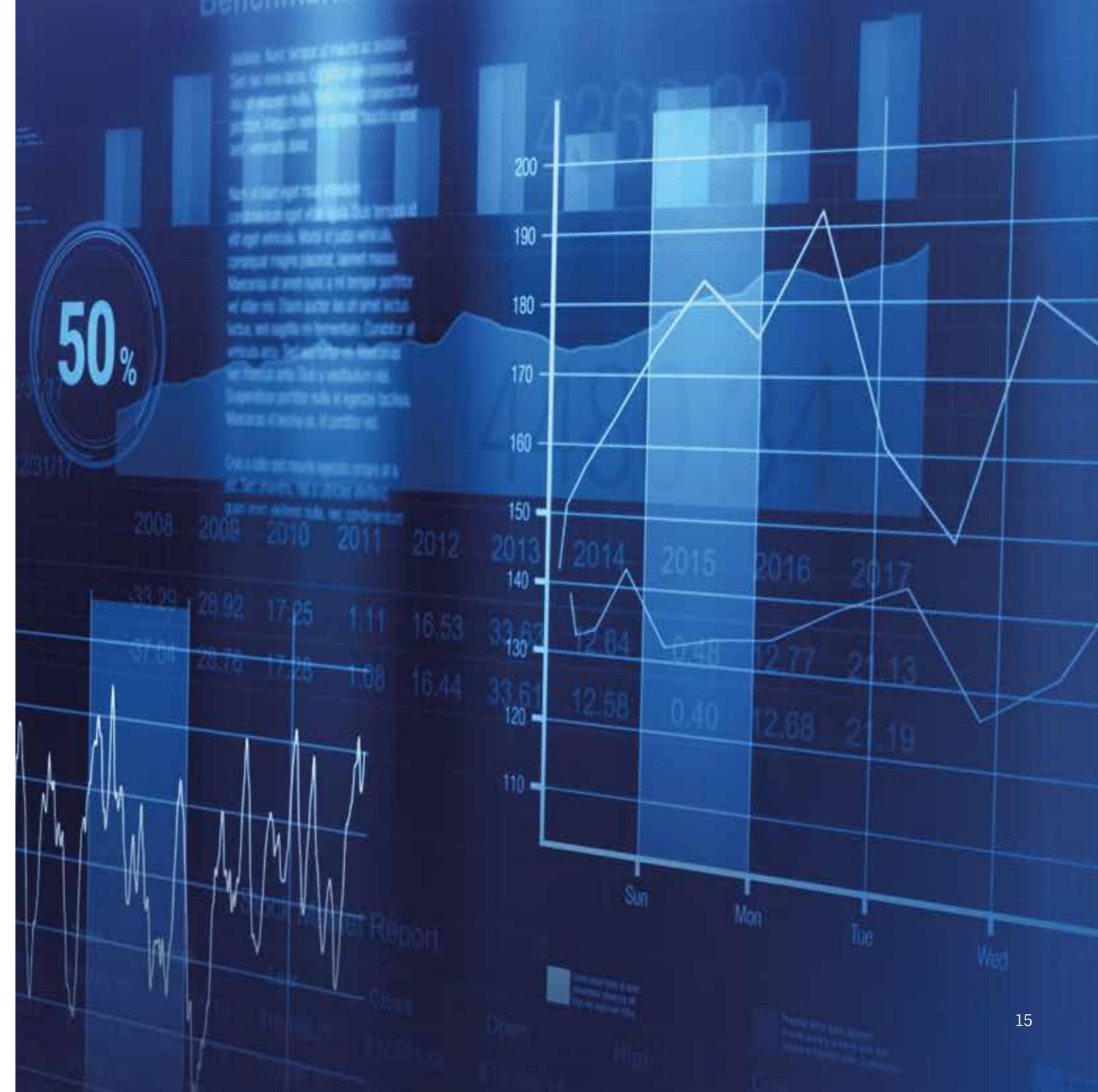
- lead the process for identification of new and diversified income streams through funding opportunities, projects and partnerships
- ensure better distribution of current income streams
- report and drive a collective understanding of 'true world (pinpoint) financial metrics'

- lead and define system developments for reporting structures that give us the metrics and information that we need to measure the progress we are making with our strategic actions
- create a sustainable financial future by generating a net surplus on activities.

Our financial culture will be defined as a net surplus management culture = surplus cash for investment.

By 2026, our strategic action - finance will:

- successfully generate overall 'outstanding' financial health
- achieve a minimum of 2% turnover as operational surplus
- maintain a minimum of 30 days' 'cash'
- sustain staffing costs of no greater than 65% of income
- secure £5million of new income.



## STRATEGIC ACTION - HEALTH & ACTIVE WELLBEING

Given the City and the region's growing and ageing population and the overreliance on the health services, the College has a clear opportunity to lead the way, both in terms of training the workforce of the future, and working collaboratively across the region for our community to encourage health and active wellbeing.

To grow to embrace opportunities, we need to reflect on our strategic partnerships, our training provision, College estate and digital infrastructure, which will need to become increasingly flexible and agile to meet potential growth needs. We will focus on:

- preparing a proficient, passionate workforce to respond to the needs of stakeholders and to aid economic sustainability and recovery
- promoting health and wellbeing throughout our community, including creation of a Health & Active Wellbeing Community Hub.

There are two very clear reasons to develop this strategic action which, by definition, has the greatest impact on our community as a whole:

- current employability status in the sector shows a need for a pipeline of talent for employment. With current economic and social challenges, it

is clear that this sector will recover more quickly than other sectors with an anticipated 4,000 to 5,000 additional jobs in the next five years; twice as many roles than any other sector. Health tech also offers significantly higher productivity and GVA - a transformative potential for the City

- there is a drive to try and mitigate the growing need for healthcare and strains on health services, through promotion and delivery of active wellbeing in the community.

By 2026, our strategic action - health and active wellbeing will:

- improve our financial position - 30% total growth of breadth of health provision from 2021
- improve satisfaction - achieving 'outstanding' for quality of education; achieving a minimum of 'good' or 'outstanding' in stakeholder satisfaction surveys
- improve wellbeing - 100% of College community has access to opportunities and facilities that encourage positive lifestyle choices
- increase collaboration with key health stakeholders in the City, co-designing of curriculum, sharing of resources, creation of Health & Active Wellbeing Community Hub.



## STRATEGIC ACTION - MARITIME, MANUFACTURING, CONSTRUCTION & THE BUILT ENVIRONMENT

Our contribution to the South West Institute of Technology and the creation of a Maritime Centre of Excellence at Oceansgate will open new doors with organisations of all sizes, providing the College with opportunities that cannot be missed.

City College Plymouth now leads the way in terms of marine autonomy and alternative fuels, and this is just the start of the journey. Working with partners such as the FAST Cluster and Maritime UK, City College can put itself on the map and become the learning destination of choice for maritime and defence organisations big and small, whilst securing agreements with those who we have worked with for many years to share resources, staff and even training spaces.

Manufacturing underpins marine, defence, construction, and the built environment, by enabling and facilitating the upkeep and redevelopment of these sectors. With modern methods of construction such as off-site manufacturing becoming more commonly used and leading local organisations employing thousands who undertake advanced manufacturing techniques to support our armed forces, this strategic action cannot be ignored.

Everywhere you look there are new buildings going up across the City and construction forms part of the City's Resurgam programme. Opportunities to become agile, to become demand-led and demand informed, whilst at the same time leading the way and innovating are huge. Digitalisation of construction is high on the Government's agenda to reduce build times, design greener buildings and to become more efficient, therefore this strategy focuses on developing shared training spaces and innovative technologies such as virtual reality.

By 2026 our strategic action will ensure that:

- 20% of businesses across the City sign service level agreements with City College Plymouth
- we create and deliver viable new training and curricula to contribute to the overall target of £5million of new income
- 95% satisfaction rate achieved across all programmes through student, employer and mystery shopper surveys and focus groups, linked to moving the College from 'good' to 'outstanding'
- VR and AR simulated work environments provide experiential deep learning in these key sectors.



## STRATEGIC ACTION - ESTATES & ASSETS

Developed to advance the College's strategic vision and priorities, the strategic action - estates and assets shapes what and how we will build and how we use our physical spaces and infrastructure.

The capital estate planning process is not strictly linear, as some activities overlap, rely on and impact on other developing strategic drivers. This strategic action will both drive and respond to key developments in our curriculum, financial position and sector and City opportunities, building on our vision to be the learning destination of choice.

Our long-term plan will have to consider demolishing and redeveloping buildings that are nearing the end of their useful life or are not cost-effective to renovate; a considerable undertaking. Redevelopment will be essential to maximise our site's potential capacity and will be achieved through a carefully planned and strategic approach in order to:

- attract, develop and retain excellent staff - high-performing staff expect and need facilities that match or exceed industry/sector-specific requirements; new builds and refurbishments should prioritise curriculum/sectors that are growth areas
- attract students as the learning provider of choice, creating and utilising the estate to recognise that different categories of students and different sectors will have varying needs in terms of learning and teaching, practical and social spaces

- build our reputation as a strategic business partner, demonstrating to stakeholders, employers and partners that our estate offers a high-quality, professional environment that provides innovative business and employment solutions
- reinforce a culture of 'opportunity' - using our estate creatively to build our staff's appetite for development and innovation: digital labs, innovation hubs, 365 operations, weekend and evening provision, versatile work and learning spaces
- utilise our estate to build financial and environmental sustainability.

Our strategy will be defined and progressed through:

- a full estate review, including condition survey to incorporate a College visual masterplan
- proactive response to local, regional and national opportunities that leverage funding into our capital programme
- strong relationships with employers, Plymouth City Council, HoTSW LEP, funding agencies, etc
- digital technologies and post-COVID response.

By 2030, our strategic action will:

- reduce % of category C buildings at the Kings Road site from 53% 2020 to 0% 2030
- increase % of category A buildings at the Kings Road site from 16% to 50%
- contribute to a greener, fairer City through 25% reduction in our carbon emissions.



# STRATEGIC ACTION - OPPORTUNITIES

## People Power and Culture

- we are our students
- we are our staff
- we are our partners

To deliver the true potential of the College and to create a culture of opportunity we have to invest in the people who will make this happen. This includes our students, staff and the wider community.

We have to be self-critical and able to review, improve and innovate. Business as usual cannot be the baseline and accepting when something is no longer fit for purpose should drive us to create change. Collaborating with industry and public sector organisations will be pivotal to benchmarking our success and future developmental needs.

We must be open-minded and able to scan multiple horizons. A single person or team cannot position the College as a sustainable and valued community asset; this has to be everyone's responsibility.

By getting our leadership style and business model right we will have highly engaged and motivated staff. They will visibly demonstrate characteristics such as passion, seeking relentless improvement, being focused on our purpose, being brave and empowered to make mistakes.

## Innovation

### Enriching our community through knowledge, experience and skills

To be an agile college we must continually develop our curriculum and business models by the regular introduction of disruptive technology. Digitisation, bioscience advancements, the innovative use of new models, and automation will drive our purpose and productivity. For example, developments such as machine learning, virtual reality, the 'internet of things', and robotics.

By being digital-first we will use enabling technologies and processes to provide the best experience possible to our students, staff and partners.

We will adopt 'design thinking' within our daily practice, to better understand users, challenge assumptions, redefine problems and create innovative solutions for all aspects of the business.

By having a creative and collaborative approach, this will internally de-silo teams and co-design the future of the College ensuring we are not only the learning destination of choice but also the education partner of choice.

We will challenge paradigms by blurring the lines between classrooms and industry placements, ensuring that learning happens in the situations and at the times that create the greatest impact.

We will seize opportunities to maximise and diversify the College's income by utilising all its resources through innovative projects and delivery. Our curriculum will operate throughout the year on campus, on location and online.

## Sustainable Development

### Encourage our students, staff and community partners to unite around our mission

Society's greatest challenges are our greatest opportunities. For example, wellbeing and health, the environment and energy. SMART cities, the green economy and health tech are some of the new industries that will form part of our future curriculum. The College's values will drive our curriculum to support a sustainable future for all.

We will lead on social mobility, providing all members of society equitable and high-quality education and training.

In a post-pandemic world, we will support the region by sharing and collaborating within the civic and commercial sectors. Co-designing and co-locating our delivery will support our own sustainable growth and support our partners in our shared economic recovery.

By focusing on sustainability throughout our organisation we will ensure that economic, environmental and social success of the College

is a core principle underpinning our development of opportunities. We recognise the importance of ensuring that our community has its basic needs met and can enjoy a better quality of life, both now and in the future.

By 2026, our strategic action - opportunities will:

- drive strong, meaningful partnerships with employers and stakeholders, establishing the College as an anchor institution that fosters a healthy, connected community
- boost key sector growth in green and blue economies through collaborative skills development
- create social value by actively supporting the City's social enterprise and sustainability agenda
- offer diverse community services to support health, address digital poverty, offer pathways to personal and economic well being
- enhance our environmental sustainability through our estate developments.



# TIMELINE ONE

Short to medium term: 2021-2025

2021

**Estates & Assets Strategic Action**

£1.5m South West Institute of Technology Marine Centre opens at Oceansgate - September 2021

**Digital Strategic Action**

Multi-million pound investment in digital systems - 2022

2023

**Digital Strategic Action**

Google Reference College status achieved - 2023

**Finance Strategic Action**

College achieves 'outstanding' financial health - 2023

**Curriculum Strategic Action**

College achieves 'outstanding' OFSTED grade - 2024

2025

**Maritime, Manufacturing, Construction & the Built Environment Strategic Action**

£5m of new income from new innovative technical curriculum - 2025

**Curriculum Strategic Action**

Route maps defining progression into meaningful employment in all areas of College curriculum - September 2022

**Estates & Assets Strategic Action**

£1m T Level Construction Centre opens - September 2022

**Developing People Strategic Action**

Professional development programme linking 100% of teachers to industry - 2023

**Digital Strategic Action**

Digital first - all training able to be delivered location-free - 2024

**Health & Active Wellbeing Strategic Action**

Health & Active Wellbeing Community Hub opens - 2025

2022

2024

# TIMELINE TWO

Medium to longer term: 2026-2031





## OUR CORE VALUES

Respect  
Ownership  
Integrity

