



STRATEGIC INTENT  
2021-2031  
*Update*

THE **LEARNING DESTINATION OF CHOICE**

# Turning our Vision into Reality

## VISION

The learning destination of choice



## STRATEGIC INTENT



## ACTION PLANS



## OUR CULTURE & WELLBEING



Nurturing and supporting a passion for excellent teaching and learning



Enriching our community through knowledge, experience and skills



Enabling every student to be the best that they can be for a fulfilling and productive life

## OUR VALUES

Respect

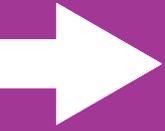
Ownership

Integrity



# CONTENTS

Position Statement from the Chief Executive & Principal	3
Introduction from the Chair of Governors	4
Our Vision & Mission	5
Uniquely CCP	5
Strategic Actions to Achieving Our Vision	7
Update from the Strategic Performance & Accountability Lead	8
Strategic Action - Transforming Futures	12
Strategic Action - Developing People	14
Strategic Action - Digital	16
Strategic Action - Finance	18
Strategic Action - Health & Active Wellbeing	20
Strategic Action - Maritime, Defence, Manufacturing & Construction	22
Strategic Action - Estates & Assets	24
Strategic Action - Opportunities	26
Timeline 2025-31	28



# POSITION STATEMENT

**Jackie Grubb**

**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.



## INTRODUCTION

**Richard Stevens**  
**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 and really embodies the College's vision of being 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 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.



## OUR VISION

The learning destination of choice

## OUR MISSION

Learning without limits

## OUR GUIDING PRINCIPLE

City College Plymouth has a learning environment and organisational culture that impacts positively on the health, wellbeing and sustainability of our community and enables all of our students and staff to achieve their full potential.

## UNIQUELY CCP

We are the college of the city, for the city and beyond; 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.





# 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: transforming futures**.
- 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, defence, manufacturing and construction**.
- 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**.



## 2021-2024 UPDATE

**Nadia McCusker**  
**Strategic Performance & Accountability Lead**

To ensure continued success, it is essential that we are on track and measure and refine our strategic actions, aligning all activities with our vision, mission and objectives.

Over the past four years, we have prioritised performance excellence and accountability across departments and teams, supported by strategic action (SA) owners who have responsibility for strategic development integrated into their job roles. This structure enhances accountability by clearly designating individuals as leaders responsible for driving progress and growth across their departments and strategic areas. Additionally, our structured cycle of business includes individual reviews, meetings, and workshops to support SA owners in achieving goals, meeting standards and adhering to deadlines. Through this cycle, we regularly review the performance and intent of each strategic action, holding SA owners accountable for their decisions and actions.

Outcomes are reported to the Board of Governors, who provide strategic oversight, high-level guidance, accountability and constructive challenge to our senior leaders to ensure the College remains focused on its strategic goals, fulfils its mission and strategic

objectives, maintains high standards of education and financial management and responds effectively to the evolving needs of the community.

The purpose of this 'update' document is to provide an overview of targets achieved between 2021 and 2024 and a refreshed look at each strategic action, including revised targets and milestones from 2025 to 2031. This update is essential as we continue to be accountable for the key performance indicators for each of our eight strategic priorities.





## Targets Achieved 2021-24

### Transforming Futures Strategic Action

#### Route maps defining progression into meaningful employment (2024)

Substantial progress has been achieved with the official launch of Caerus in 2024, featuring industry sector skills routemaps across health, nuclear, retail, cyber security, engineering and manufacturing, as well as hospitality and tourism.



### Developing People Strategic Action

#### Professional development programme linking 100% of teachers to industry (2021)

An innovative CPD programme was implemented, offering 30 hours of annual training and corporate membership with the Society for Education & Training (SET). The College has invested in Intent and Implementation Coaches, Digital Champions, and industry partnerships to ensure staff continuously develop both digital and pedagogical skills within an inclusive, future-focused teaching environment. Lecturers benefit from three industry days per year, aligning their development closely with local workforce needs and the College's strategic priorities.



### Digital Strategic Action

#### Google Reference College status achieved (2022)

The College is committed to being the 'College of the Future', a vision partly realised through achieving Google Reference College status - one of only eight in the country and the only college in the South West. This accolade highlights our leadership in integrating technology into education, reflecting our dedication to providing students with the best opportunities to work and learn.

#### Multi-million pound investment in digital systems (2024)

The College has made significant investments in digital systems, including TeacherMatic, Merlyn Origin, Deep Racer, Haptic Suits, AI, and VR technologies, benefiting students, lecturers and employers. We provide enough Chromebooks for every student onsite and offer long and short-term loans of data and digital technologies.



### Finance Strategic Action

#### College achieves 'good' financial health (2023)

Financially stable, the College has identified cost savings and additional income, with £597k spent on equipment and total capital investments of £1.929m. Key developments include the T Level Construction Centre, an expanded HE Centre, increased capacity for post-16 Skills Development, dedicated staff wellbeing spaces, enhancements to the Lighthouse Wellbeing Centre, a refurbished PL1 restaurant, and centralised student services for improved accessibility.



### Estates & Assets Strategic Action

#### £1.5m South West Institute of Technology Marine Centre opens at Oceansgate (2021)

The new facility at the Oceansgate Marine Enterprise Zone offers students access to a world-class hub for marine research and innovation, as part of the South West Institute of Technology. This cutting-edge space enables students to learn with industry-leading equipment in response to local STEM demand and emerging occupations. These resources support an innovative curriculum of advanced courses in marine, engineering, manufacturing, and digital sectors.



#### £1m T Level Construction Centre opens (2022)

A £750k T Level capital fund investment has transformed the west wing of the Construction Centre at Kings Road into a state-of-the-art space dedicated to our T Level construction students. Equipped with cutting-edge industry-standard technology, this facility supports the development of tomorrow's workforce. The Centre features flexible workshops for disciplines such as plumbing and carpentry, along with a dedicated study area for T Level students - a creative hub for independent work and idea development.





# STRATEGIC ACTION - TRANSFORMING FUTURES

**Charlotte Corfield**

**Executive of Curriculum, Quality & Student Journey**

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

- ensuring our College 'learning philosophy' becomes the overarching guiding principles of the College, thereby accelerating the learning and progress made by our current and future 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 2031, our strategic action 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
- the College achieves 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
- the College achieves a 5% increase in levels of positive destinations for all students
- the College achieves a 5% annual growth in our community learning offer
- the College is graded 'outstanding' by OFSTED
- we have produced and implemented a City College Plymouth 'learning philosophy' which becomes the overarching guiding principles of the College.



## STRATEGIC ACTION - DEVELOPING PEOPLE

**Jackie Grubb**  
Chief Executive & Principal

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 innovate to 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 sector leading wellbeing support services
  - promote healthy nutrition and lifestyle choices throughout our College environment, through our facilities, services and culture.



**By 2031, our strategic action 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 - retention 90%
- the uptake of CPD and wellbeing initiatives have increased by 75%
- all staff are engaged with an open, responsive check-in and restore performance process
- all staff feel connected to our culture and values.



## STRATEGIC ACTION - DIGITAL

Paul Fanshawe

Executive of Business Intelligence, Growth & Skills



Digital technology is a fundamental part of the modern world, with business practices increasingly reliant on digital solutions, and our lives intertwined with social media, 'smart' technology and digitised services. This new digital reality, combined with the accelerating factor of the global pandemic have propelled us into an era where education and training will change to deliver the emerging skills that our students, staff and stakeholders require to thrive, innovate and be safe.

The digital transformation of both our work and personal lives also puts an increasing focus on digital equity. The attainment of both essential and advanced digital skills, as well as access to and familiarity with the latest technologies, are increasingly becoming highly important drivers of economic benefit and drivers of social mobility.

Framed by these societal changes the digital strategic action has three overarching aims ...

### To make people's lives better

- **Excellence:** we will ensure a comprehensive and innovative curriculum across key IT disciplines to both support young people to enter employment with industry recognised qualifications and training, and to support adults through digital training and industry recognised professional upskilling.
- **Accessibility:** we will leverage the latest technologies across the College to reduce barriers to education and support participation, equity, equality, diversity and inclusion.
- **Sustainability:** our approach will have a clear focus on sustainability, leveraging the benefits of digital to reduce usage of consumables while seeking to minimise energy footprints and electronic waste.



### To keep us safe and better connected

- **Flexibility:** we will look to facilitate both agile study and working practices, supporting innovation in teaching and learning, and greater diversity within the student body and workforce.
- **Safety:** we will have a clear focus on cyber security to keep our students and staff safe through effective practices, technology and training.
- **Partnership:** we will develop key partnerships with both international, national and regional stakeholders across key IT disciplines to drive technological excellence.

### To drive innovation and productivity

- **Innovation:** we will foster an active culture of digital innovation and engagement, driving the adoption of innovative technology and emerging EdTech solutions across teaching and learning and wider College services.
- **Productivity:** we will use automation, systems and technology to reduce workload and increase the time and space required for high-value activity and to support staff wellbeing.
- **Development:** we will drive a culture of progressive continuous learning and development for digital skills across the staff body to support innovative curriculum and staff wellbeing.

These ambitious goals will position the College to address the challenges of the new technological age, with our ethos of excellence and a tangible digital culture ensuring that the College becomes a catalyst for digital transformation regionally.

### By 2031, our strategic action will:

- ensure that the College is an award-winning FE EdTech provider, with our use of digital technology recognised as best practice in the sector
- ensure that the College is a leading FE provider for digital futures in the wider South West region, running industry recognised microcredentials in the disciplines of AI, machine learning, cloud computing, cyber security, networking, mixed realities, programming, data analytics and UX/UI
- address digital equity and social mobility by embedding essential digital skills into all College provision; providing exposure and access to emerging technology in all curriculum areas, and ensuring all students have access to the technology to thrive on their course regardless of programme with a one-to-one onsite student to technology ratio.



## STRATEGIC ACTION - FINANCE

**Lorraine Hill**  
**Chief Financial Operations Officer**

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 will support the delivery of the other strategic actions by working together to identify their financial requirements and associated capital and revenue opportunities. Generating surplus funding to invest into resources (including staffing, estates, equipment) to support growth. 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 financial metrics required to facilitate delivery of the other strategic actions
- 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 2031, our strategic action will:**

- successfully maintain overall 'good' financial health post capital investments
- achieve a minimum of 4% EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortisation)
- maintain a minimum of 30 days 'cash'
- sustain staffing costs of no greater than 66% of income
- secure £5million of new income.





## STRATEGIC ACTION - HEALTH & ACTIVE WELLBEING

**Pauline Hands**

**Executive of Health, Leisure & Public Services**

Addressing the evolving social and economic landscape, the College aims to equip our community with essential skills for both current and future work. Furthermore, we wish to empower individuals to take charge of their health and wellbeing through collaborative social prescribing initiatives and diverse community programmes. Building key partnerships with stakeholders will also highlight the importance of physical activity and wellbeing across our city.

At governmental level, the pledge (2024) for the next ten years to restore the wider health services provides an opportunity for the College's actions to resonate nationally, as well as locally. These actions will involve working with our population to adopt a proactive approach to their health and wellbeing, thereby removing the over-reliance on the NHS.

Likewise, given the city and the region's expanding and ageing population and overreliance on the health

services, the College has a clear opportunity to lead the way through our diverse provision. With a focus on growth to embrace all opportunities, our strategic partnerships will be paramount in developing our training provision, College estate and digital infrastructure, as they continue to be increasingly flexible and agile.

We will focus on:

- preparing a proficient pipeline of students to respond to the needs of stakeholders and to aid recovery and sustainability of the wider sector
- providing effective use of relevant funding streams to skill and upskill the health and active wellbeing sector workforce
- promoting health and wellbeing throughout our community through a curriculum that allows the community to understand health, nutrition and fitness, as well as cultivating themselves within the health and active wellbeing sectors.

The driving force behind this strategic action which has the greatest impact on our community is that:



- the current employability landscape in the sector highlights the need for a talent pipeline to support employment across the broader health and active wellbeing sector. Health tech also offers significantly higher productivity and GVA, representing a transformative potential for the city. To capitalise on this, we will continue building on the digital aspect of our provision (as the NHS moves from analogue to digital) thereby aligning ourselves to the developments within the wider sector
- there is a need to focus on mitigating the increasing demand for healthcare and growing strain on health services. This will be achieved through promotion and delivery of active wellbeing initiatives in the community.

**By 2031, our strategic action will:**

- improve our financial position - 5% year-on-year growth of health, science and wellbeing provision
- ensure continuous improvement of all stakeholder satisfaction levels to maintain the College's overall Ofsted outstanding rating

- contribute to the city's health and social care agenda and participate in the design and engagement of health and wellbeing hubs
- continue to build our regional and national reputation by collaborating with organisations such as NHS England, to provide innovative opportunities which directly support a skilled workforce and the broader ecosystem
- increase stakeholder engagement to support the strategic action through a co-designed and endorsed curriculum.





## STRATEGIC ACTION - MARITIME, DEFENCE, MANUFACTURING & CONSTRUCTION

**Lance Chatfield**  
**Executive of Technical Innovation**

City College Plymouth has firmly positioned itself as the anchor institution for skills across the maritime, defence, manufacturing and construction sectors. By making the most of its innovative facilities, highly qualified and experienced staff, and strong industry links, the College provides the essential skills needed both today and for the future.

Through strategic partnerships with organisations such as Kier Construction, Babcock International Group, Princess Yachts, the Plymouth and South Devon Freeport, and the wider Plymouth Manufacturing Group, we are now at the forefront of modern construction methods, marine autonomy, nuclear skills, skills for nuclear, advanced engineering, and net-zero technologies.

The maritime and defence sector plays a crucial role, closely linked with the nation's Continuous At-Sea Deterrent (CASD). The use of marine autonomy for surveying and conducting critical research on marine life, along with the global luxury yacht market,

highlights the high value of the skills required in these sectors, requiring engineers at all levels.

In recent years, the crossover of skills between sectors has become increasingly important, with manufacturing continuing to play a critical role in supporting the marine, defence, and construction industries, enabling the design, production, and maintenance of components of all shapes and sizes. Leading small to medium-sized enterprises (SMEs) also employ thousands to carry out advanced manufacturing techniques that bolster energy and defence security, aligning this strategic focus with local and regional plans.

Moreover, the complexities of offshore wind projects and the opportunities offered by the Celtic Sea highlight the crucial role of the construction workforce in laying the foundation for these engineering achievements. The growth in housing and major infrastructure projects continues to create career opportunities for our skilled trade professionals. Traditional trades such as carpentry have seen a resurgence and will continue to expand, with growing demand from sectors like shipbuilding.



Net-zero technologies will keep evolving, and the College is committed not only to developing the skills our engineers and mechanics need to keep our transport running on roads and at sea, but also to ensuring that the infrastructure and adaptive technologies required to power these vehicles and vessels stay at the cutting-edge of the region's capabilities.

Being agile, demand-driven, and innovative is key to the success of this strategic action. We will continue to enhance our understanding of digital technologies and how they can be deployed to deliver high-quality teaching experiences, resulting in better outcomes for organisations of all sizes and sectors.

#### **By 2031, our strategic action will:**

- ensure that 25% of engineering and construction students study blue and green skills within their courses that meet the needs of local, regional and national employers
- develop the Sherford Training Centre to include a groundworks and steel fixing centre
- develop a funded Centre for Engineering & Nuclear Skills to meet the needs of Babcock, their supply chain and their customers
- sign service-level agreements with 20% of large businesses (sector relevant) across the city
- create and deliver new curricula to contribute to the overall target of £5m of new income.





## STRATEGIC ACTION - ESTATES & ASSETS

**Dean Wheable**  
**Executive of Assets & Estates**



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 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 of being 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 destination 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

- the estate holds a prominent role to consistently improve student experience and a wrap around function to develop and support
- 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:

- development of an estate masterplan
- proactive response to local, regional and national opportunities that leverage funding into our capital programme
- strong relationships with employers, Plymouth City Council, funding agencies, etc
- increasing the digital and physical estate to pioneer accessibility, inclusion and social mobility.

**By 2031, our strategic action will:**

- reduce category C graded buildings at the Kings Road site by 20%
- increase the category A buildings within the College estate by a minimum of 10%
- contribute to a greener, fairer city through 25% reduction in our carbon emissions, achieving carbon neutral by 2030
- seek investment to undertake radical redevelopment of the estate to align with our ambitious and city priorities.





# STRATEGIC ACTION - OPPORTUNITIES

**Paul Fanshawe**

**Executive of Business Intelligence, Growth & Skills**

In today's rapidly evolving educational landscape the College must embrace innovation and strategic diversification to meet the needs of our stakeholders. This strategy looks to ensure that the College adapts to emerging opportunities to build on our position as the learning destination of choice.

Within this context the strategic action - opportunities has two overarching aims ...

## **Maximise the College's Impact and Growth Opportunities**

We will deliver growth through innovation and the delivery of inspirational, life changing education and services. To achieve this the College will:

- on an annual basis, assess the key emerging education opportunities and select those to be focussed on for the year - aligned to strategic College objectives - with the development of a demand-led initiative to respond to the city, regional or national need

- as the anchor institution for skills, seek to source and drive new initiatives across the city and region, diversifying income sources to secure additional funding for skills training
- develop an agile approach to our product, process and business model for the College to evolve into a truly demand-led institution.

## **Grow the College's Reputation and Influence**

We will position the College as a strategic partner of choice with an influential national, regional and local presence benefiting our communities with increasing opportunity.

To achieve this, the College will develop our national profile through seeking involvement on strategically important initiatives and pilots and engaging with national partners, key educational consultations and involvement with strategically beneficial working parties and focus groups.

In addition, we will position the College as an active and influential participant in the region through a positive, proactive engagement strategy across key regional education bodies and groups, actively



participating in areas of strategic interest and developing key strategic relationships that will drive educational benefits for the College, its stakeholders and wider community.

With multiple possibilities across the educational sector both locally and beyond, this strategy is deliberately broad and flexible to allow the adoption and development of new initiatives.



**By 2031, our strategic action will:**

- ensure that the College has developed an adult education focussed curriculum area, responsive to students, employers and wider stakeholders
- ensure the adoption and completion of three key strategic priorities as the lead focus to the strategic action - opportunities for each of the 2025/26, 2026/27 and 2027/28 academic years. Each with defined project parameters to deliver growth and meet stakeholder need
- secure £1.8m of new curriculum revenue funding to diversify College income and drive innovative delivery.

# Timeline: 2025-2031

2025 2026 2027 2028 2029 2030 2031

## Transforming Futures Strategic Action

- Graded 'outstanding' by OFSTED
- 100% of teachers undertake professional development
- 3% increase in student numbers
- Route map in place for all programme areas
- 5% annual growth in community learning offer
- Produce & implement a 'learning philosophy'
- Access to industry placements for all programme areas
- 5% increase in levels of positive student destinations

## Developing People Strategic Action

- Uptake of CPD & wellbeing increased by 15%
- Staff engaged with performance process
- Uptake of CPD & wellbeing increased by 25%
- 90% staff retention
- Uptake of CPD & wellbeing increased by 40%
- Uptake of CPD & wellbeing increased by 55%
- Staff connected to culture & values
- Uptake of CPD & wellbeing increased by 75%

2025 2026 2027 2028 2029 2030 2031

### Digital Strategic Action

- Embed digital skills into all provision
- Leading provider for digital futures
- Award-winning EdTech provider

### Finance Strategic Action

- Maintain 'good' financial health
- Maintain a minimum of 30 days 'cash'
- Staffing costs no greater than 66% of income
- Minimum of 4% EBITDA
- Secure £5million of new income

### Health & Active Wellbeing Strategic Action

- Co-designed & endorsed curriculum
- 5% growth of health, science & wellbeing provision
- Participate in health & wellbeing hubs
- Continuous improvement of stakeholder satisfaction
- Collaborate with organisations such as NHS England

# Timeline: 2025-2031

2025 2026 2027 2028 2029 2030 2031

## Maritime, Defence, Manufacturing & Construction Strategic Action

- 5% of students study blue & green skills
- 10% of students study blue & green skills
- Service-level agreements with 5% of large businesses
- 20% of students study blue & green skills
- Service-level agreements with 10% of large businesses
- Groundworks & steel fixing centre
- Service-level agreements with 15% of large businesses
- 25% of students study blue & green skills
- Service-level agreements with 20% of large businesses
- Centre for Engineering & Nuclear Skills
- Service-level agreements with 25% of large businesses
- £5m of new income

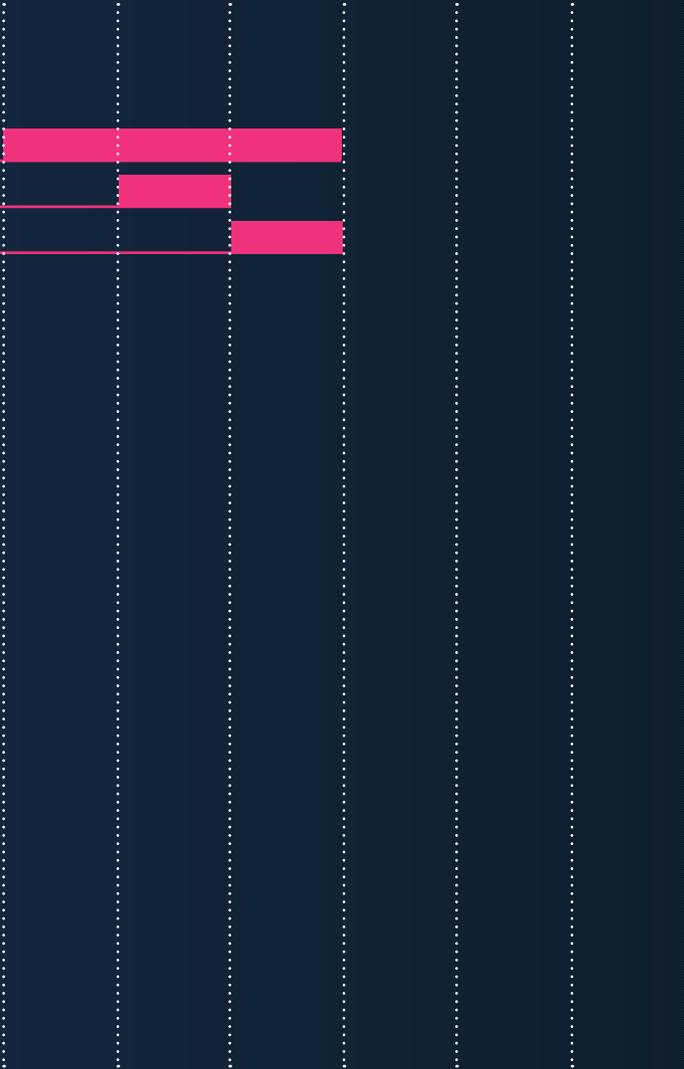
## Estates & Assets Strategic Action

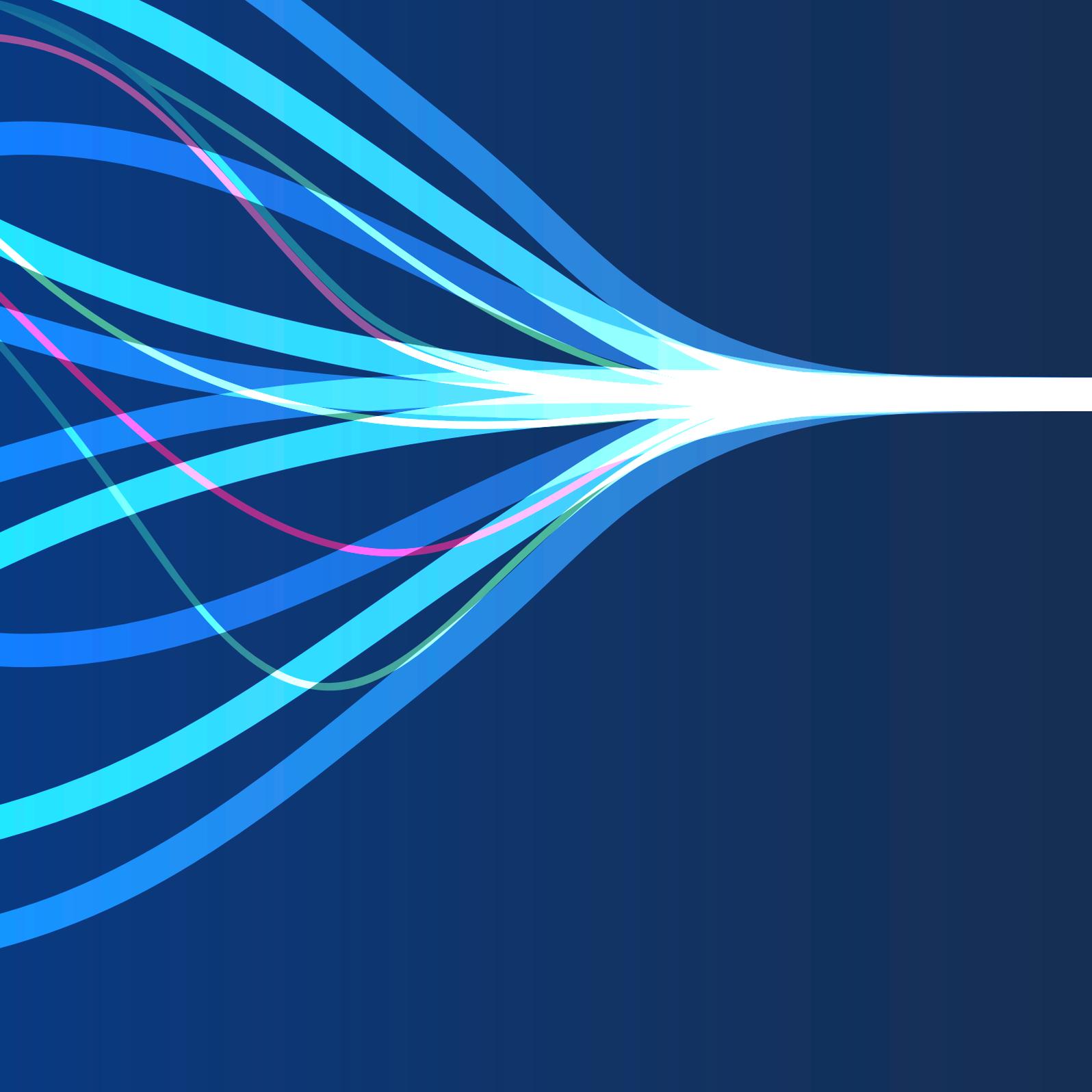
- Reduce category C buildings by 20%
- Increase category A buildings by 10%
- 25% reduction in carbon emissions
- Investment to redevelop the estate

2025 2026 2027 2028 2029 2030 2031

**Opportunities Strategic Action** 

- Adoption & completion of three strategic priorities
- Adult education focussed curriculum
- £1.8m revenue funding





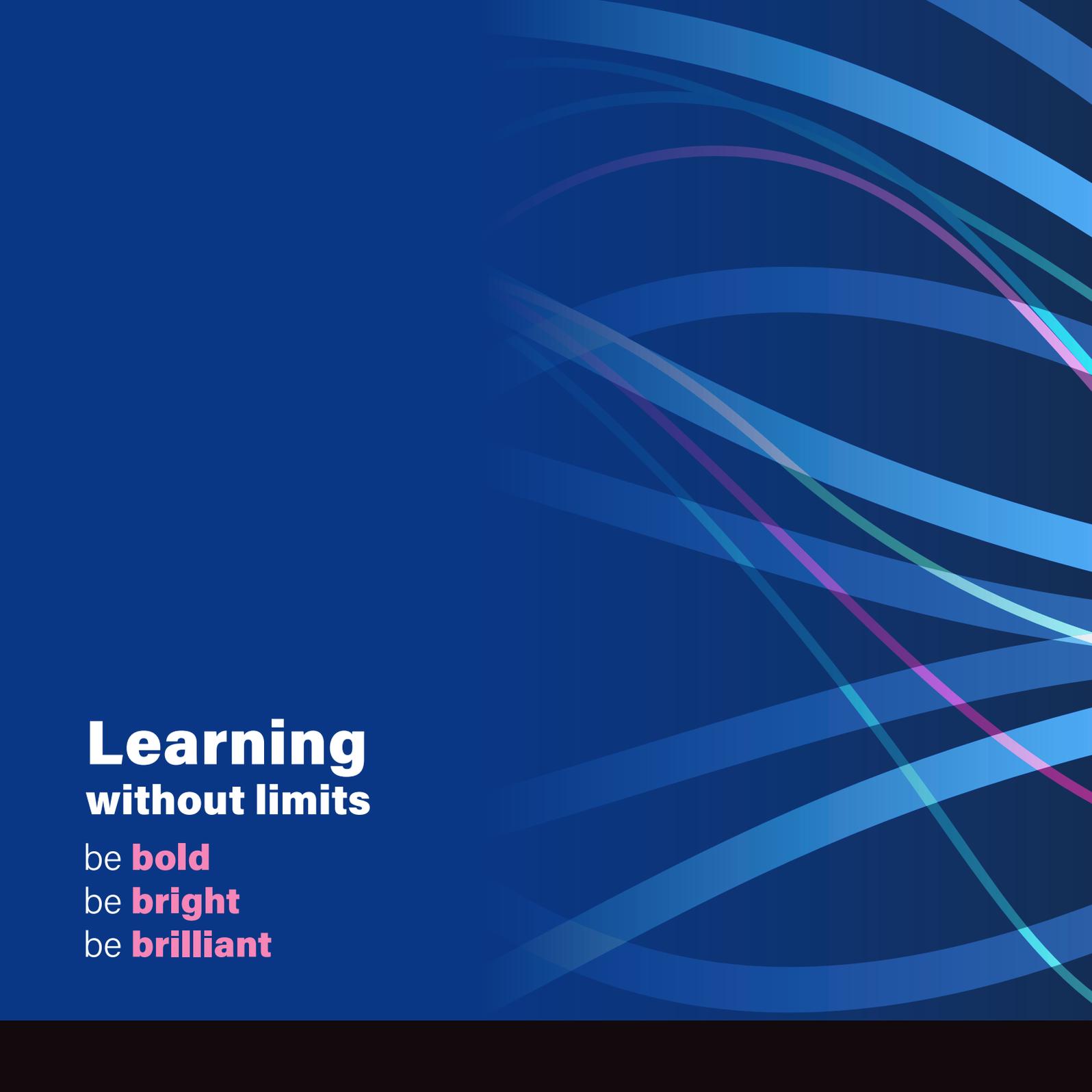


## OUR VALUES

Respect

Ownership

Integrity



# Learning without limits

be **bold**  
be **bright**  
be **brilliant**