

# STRATEGIC PLAN 2024 – 2027

## Our Vision

Changing lives through learning

## Strategic Ambitions

1. Deliver outstanding learner success
2. Impact positively on social and economic prosperity
3. Develop a culture of support, inclusivity, empowerment and high performance
4. Use our resources to achieve maximum impact

## Our Values

We recognise that learners should be central to all that we do and aspire to the following values:

i n c l u s i v e n e s s  
r e s p e c t  
a s p i r a t i o n  
i n t e g r i t y  
i n s p i r a t i o n  
e n t e r p r i s e  
C o l l a b o r a t i o n

## **Strategic Ambition 1: Deliver outstanding learner success**

### **To achieve this ambition by July 2027, we will:**

- Promote and deliver innovative teaching and learning, ensuring our learners make progress and have opportunities to achieve exceptional outcomes
- Develop programmes and services to support learners to develop wider life and transferable skills, increase sustainability awareness, and become employable
- Innovate and shape our high-quality curriculum to meet the needs of our learners and local stakeholders, responding to opportunities and challenges as they arise
- Deliver information, advice and guidance which informs and inspires decisions and advances learners' ambitions
- Raise learner aspirations and increase their potential employment opportunities through engagement with local employers
- Provide inspirational learning environments, embracing new and emerging technologies, including AI
- Ensure all learners improve English, maths & digital skills and have the confidence to apply these to study, work and life
- Deliver wraparound support services to enable all our learners to reach their full potential
- Enhance our inclusive approach, promoting a culture of equality, belonging, diversity, and wellbeing
- Actively encourage engagement in enrichment opportunities and skills competitions
- Maintain Matrix accreditation for Information Advice & Guidance services

### **Targets for 2024 – 2025**

By July 2025 we will:

- Meet learner engagement and retention targets:
  - Pre-census study programme withdrawals <3%
  - Overall retention >92% (Education and Training; Adult Courses; Apprenticeship Provision)
  - Attendance at maths and English <5% of main programme attendance (Study Programmes only)
  - Vocational attendance >85%; Interrogate and address reasons for late withdrawal
- Maintain effective BRAGP rating of all learners progress and ensure that appropriate support is available and in place to enable learners to achieve their potential in a timely manner:
  - At least 95% of study programme learners to have had their BRAGP status reviewed within 20 teaching days
  - At least 90% of PURPLE BRAGP rated learners to be supported to a resolution within 30 days
- Meet or exceed all Apprenticeship Accountability Measures, including the sector target achievement rate of 62%

- Through tutorials, assignments and competitions, encourage learners to actively support college sustainability goals evidenced through self-assessment
- Undertake focused deep dives to underpin institutional self-assessment activity
- Ensure a minimum of 85% of study programme learners achieve appropriate placement/work experience and complete associated reflections
- Collect outcome data on a minimum 85% of learners with a minimum 90% indicating positive destinations
- Demonstrate the impact of the learner voice through a variety of mechanisms
- Extend engagement with external showcasing opportunities including WorldSkills UK, through their Centres of Excellence programme and skills competitions

## **Strategic Ambition 2: Impact positively on social and economic prosperity**

### **To achieve this ambition by July 2027, we will:**

- Use business intelligence and labour market information to plan a curriculum that is responsive to the training needs and skills priorities of the regional economy, building a sustainable future for our learners, employers and the communities we serve
- Work collaboratively with strategic partners, including businesses and other education providers, to contribute to socio-economic prosperity, in line with the Local Skills Improvement Plans (LSIPs), Industrial Strategy and Skills England reports
- Implement our Higher Education Strategy to meet the needs of our local and regional stakeholders, in the context of national policy
- Enhance learning opportunities with local businesses and develop a range of complementary provision, underpinned by alternative funding, to support training and development needs, including adult education
- Widen accessibility to learning, by providing flexible, alternative opportunities in line with learner and employer need
- Cultivate relationships with community partners through access to college facilities

### **Targets for 2024 – 2025**

By July 2025 we will:

- Conduct a gap analysis of current provision against business intelligence and labour market information to inform curriculum development and ensure our offer meets local needs and leads to successful outcomes
- Proactively engage in 'employer and stakeholder voice' activity to inform our offer
- As part of our adult and higher education offer, maximise opportunities for community, employer and stakeholder engagement, aligned with learner and employer need
- Actively seek and deliver collaborative projects aligned with the Local Skills Improvement Plans (LSIPs)
- Deliver Local Skills Improvement Fund (LSIF) project key performance indicators (KPIs)
- Work with Norfolk County Council and regional providers to understand and deliver on future opportunities arising from devolution of Adult Education Budgets to Norfolk in 2025/26
- Implement the Higher Education Strategy
- Explore opportunities to support economic growth through the Technical Excellence College programme and the new Growth & Skills Levy
- Build a coherent approach to stakeholder and employer engagement

## **Strategic Ambition 3: Develop a culture of support, inclusivity, empowerment and high performance**

### **To achieve this ambition by July 2027, we will:**

- Foster a one-college culture of community based on cooperation and respect for all, with a workforce that is motivated, engaged and empowered
- Enhance our overall employee experience with progressive policies and attractive benefits to recruit and retain a talented workforce, becoming an employer of choice
- Focus on improving the capabilities, skills and competencies of all staff, enabling us to build a working environment that is knowledgeable, curious and inclusive
- Take a proactive and supportive approach to the health and wellbeing of our staff, implementing initiatives to encourage positive mental and physical wellbeing, underpinned by appropriate support mechanisms
- Celebrate, share and promote excellent practice

### **Targets for 2024 – 2025**

By July 2025 we will:

- Develop and implement a staff communication and engagement strategy to ensure staff voices are heard and their views acted upon, and measure impact through annual staff surveys and focus groups
- Create and implement a staff learning and development strategy
- Implement relevant and appropriate support mechanisms for staff and managers to access when they need health and wellbeing support
- Share, celebrate and promote excellent practice by making it a central feature of existing cross-college forums (e.g. curriculum & quality management development sessions, college community conference) and by creating new mechanisms (e.g. college newsletter)
- Revise the current succession planning and talent management strategy to ensure it provides effective opportunities for a greater number of talented and motivated staff to progress
- Update HR Policies to reflect CWA values, prioritising the Grievance and Redundancy policies

## **Strategic Ambition 4: Use our resources to achieve maximum impact**

### **To achieve this ambition by July 2027, we will:**

- Use our resources wisely for minimum environmental impact in line with the implementation of the revised Sustainability Strategy
- Make effective use of space in line with the Property Strategy
- Improve the ICT infrastructure in accordance with the IT Strategy
- Utilise AI to improve our services
- Deliver key aspects of the approved Medium-Term Financial Plan, focusing on financial health, cash, and profitability (EBITDA)
- Lobby the government for fairer funding for FE
- Exploit external funding opportunities
- Embed a risk management culture to support investment decisions
- Improve the College's approach to project management through the use of formal governance processes
- Identify key business needs and prioritise development of key college learning and business support systems in these areas

### **Targets for 2024–2025**

By July 2025 we will:

- Complete an external benchmarking review of income and costs by the end of the first term to inform a budget reforecast in February
- Reduce staff absence to an average of fewer than five days per employee and voluntary staff turnover for those with less than 2 years employment to 10%
- Achieve an annual 4% reduction in carbon (CO<sub>2</sub>e) against the base line year of 2009/2010, in line with our aim to achieve Net Zero for Scope 1 & 2 by 2030
- Identify and roll out a sustainability training offer to staff across the College
- Identify & procure a new finance system to replace Sun Accounts
- Generate £200k from the investment of cash balances in the year
- Maintain an ESFA Financial Health rating of 'Good'
- Consider and respond to the output from the FE Commissioner's Curriculum Efficiency and Financial Sustainability Support review.
- Create an AI Strategy by April 2025
- Complete the migration of the Apprenticeship ILR into EBS by the end of the first term
- Deliver the IT and Digital Elevation Strategies
- Successfully deliver the new 2024/25 building projects safely, to time and budget
- Complete the Property Strategy refresh by the end of the first term