

STRATEGIC PLAN 2025 – 2028

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 2028, we will:

- Promote and deliver innovative teaching and learning, ensuring our learners attend and engage in timetabled sessions, 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, and implementation of our Higher Education Strategy and Growth Plan
- Provide inspirational learning environments and opportunities, embracing new and emerging digital technologies, including Artificial Intelligence (AI)
- Ensure all learners improve English and maths 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, in collaboration with parents and carers, where appropriate
- Enhance our inclusive approach, fostering a culture of equality, belonging, diversity, and wellbeing, promoting positive engagement with learners, by all members of staff
- Actively encourage engagement in enrichment opportunities and skills competitions

Targets for 2025 – 2026

By July 2026 we will:

- Meet learner engagement and retention targets:
 - Pre-census (November) study programme withdrawals <3%
 - Overall retention >92% (Education and Training)
 - Attendance at maths and English <5% of main programme (to include vocational maths and English) attendance (Study Programmes only)
 - Vocational attendance >85%; interrogate and address reasons for late withdrawal
- Implement agreed learner progress monitoring and reporting targets and ensure that appropriate support is available and in place to enable learners to achieve their potential in a timely manner
- Meet or exceed all learner achievement targets:
 - 16 to 19 Study Programme achievement target of >85%.
 - Adult Learning achievement target of >88%

- Apprenticeship achievement target of >68%
- Maintain 'green' status across the range of accountability measures
- Zero apprentices >90 days past their planned end date at year end
- Higher Education achievement target of >70% 'Good Degrees'
- Achieve measurable progress on Digital Elevation and AI Strategies as demonstrated through the digital elevation tool by July 2026
- Submit our UCWA Office for Students registration application in full
- Maintain Matrix accreditation for Information Advice & Guidance services
- Through tutorials, assignments and competitions, consistently encourage learners to actively support college sustainability goals evidenced through self-assessment and learner voice activity
- Ensure a minimum of 70% 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
- 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 2028, we will:

- Use business intelligence and labour market information (LMI) to plan a curriculum that is responsive to the training needs and skills priorities of the regional economy, building a sustainable future for our students, 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 Industrial Strategy, Local Skills Improvement Plans (LSIPs) and Local Growth Plans
- Revise and 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
- Work with the local and national networks to influence the Skills England Agenda and maximise opportunities to deliver against the growth and skills levy, and other relevant initiatives such as Get Britain working trailblazers
- Achieve a return on investment aligned to the key sectors: constructions, green skills, advanced manufacturing, life science and health and social care through development and delivery of relevant curriculum
- Work with key stakeholders to maximise local opportunities arising from Norfolk devolution and local government reorganisation

Targets for 2025 – 2026

By July 2026 we will:

- Evaluate the use of LMI and business intelligence in curriculum development
- Demonstrate stakeholder engagement in the design, development, and implementation across all areas of the curriculum, to meet local skills needs
- Broaden our curriculum offer in key sectors
- Deliver Local Skills Improvement Fund (LSIF) project key performance indicators (KPIs) and seize opportunities for further collaboration and funding
- Work with key stakeholders to maximise local opportunities arising from Norfolk devolution and local government reorganisation
- Revise and implement the Higher Education Strategy to meet local needs and drive engagement
- Establish a consistent approach to employer and stakeholder engagement and communication to improve visibility of activity and collaboration of internal teams
- Work closely with the Norfolk County Council Adult Learning Service to plan and promote clear adult learning pathways and establish a joint presence within the new library building in King's Lynn
- Engage in Centres of Technical Excellence initiatives aligned to sector priorities
- Engage in the Cambridgeshire & Peterborough Youth Guarantee Trailblazer

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

To achieve this ambition by July 2028, we will:

- Take every opportunity to demonstrate to staff that they are highly valued and vital to the success of the college
- Enhance our overall employee experience with progressive policies and attractive benefits to recruit and retain a talented workforce, becoming an employer of choice
- Develop strategies that enable us to address key staff recruitment challenges
- Foster a one-college culture of community based on cooperation and respect for all, with a workforce that is motivated, engaged and empowered
- Invest in the capabilities, skills and competencies of our 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 and success

- Implement a staff communication and engagement strategy to ensure staff voices are heard and their views acted upon

Targets for 2025 – 2026

By July 2026 we will:

- Undertake an annual staff survey in the autumn term, achieving the following targets:
 - 75% staff engagement
 - 90% of respondents indicating they are proud to work at CWA
 - Feedback to staff on outcomes and actions by January 2026
- Meet or exceed the AoC staff pay award recommendation
- Implement the staff learning and development strategy
- Appoint and train a team of staff volunteers to provide mental health first aid support to staff, and ensure all managers are trained to recognise the signs of poor mental health
- 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%
- Use CWA Connect to regularly share compliments, praise and positive news from all areas of the college
- Implement 'When the Adults Change' programme with staff to develop a consistent college-wide approach to communicating with learners and managing learner behaviour
- Review current CWA values to ensure they align with our vision and culture and support staff to understand, embrace and reflect them in everything we do

Strategic Ambition 4: Use our resources to achieve maximum impact

To achieve this ambition by July 2028, we will:

- Use our resources wisely for minimum environmental impact to support our objective of achieving Net Zero for Scope 1 & 2 by 2030
- Make effective use of space in line with the Property Strategy
- Improve the ICT infrastructure in accordance with the IT Strategy
- 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
- Identify and exploit external funding opportunities
- Improve the College's approach to project management through the use of formal structured processes
- Embed a risk management culture to support investment decisions

- Identify key business needs and prioritise development of key college learning and business support systems in these areas

Targets for 2025–2026

By July 2026 we will:

- Consider and respond to the issues raised in the Etio benchmarking review
- Achieve an annual 2% reduction in carbon (CO₂e) (against the base-line year of 2009/2010)
- Implement the Mobilityways, staff travel to work scheme and achieve a 5% in year reduction in carbon (Scope 3)
- Implement a new finance system to deliver improved financial reporting, analysis and performance
- Generate at least £200k from the investment of cash balances in the year
- Deliver, at least, the budgeted level of profitability for the year measured as EBITDA (budgeted figures are £1.449m and 3.7%)
- Maintain an DfE Financial Health rating of 'Good'
- Successfully deliver the new 2025/26 building projects safely, to time and budget
- Embed a good (greater than 80% compliance) culture of data protection across the College
- Improve decision making and cost-reduction through the use of Power BI dashboarding technology and replacement of third-party systems
- Harness the power of the internal and external customer data within HubSpot to drive up conversion across key markets
- Complete a board approved Property Strategy 2025 – 2028 (by 17/12/25)