

STRATEGIC PLAN 2026 – 2029

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 2029, we will:

- Promote deliver, and evaluate 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, become employable and career ready
- 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 and Teacher Education Strategy and Development Plan
- Provide inspirational learning environments and opportunities, embracing new and emerging digital technologies, including Artificial Intelligence (AI)
- Build on recent progress to develop full-time agriculture provision
- Inspire all learners to improve English and Maths 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, 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 2026 – 2027

By July 2027 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 within 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
- Implement a BRAGP rating to measure the quality of Teaching, Learning & Assessment and measure progress through APR visits
- 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 >70%
- Maintain 'green' status across the range of apprenticeships accountability measures
- <5% apprentices past their planned end date
- Higher Education achievement target of >70% 'Good Degrees' (1st or upper 2nd classification)
- Achieve 70% progress on every element of the Digital Elevation and AI Strategies as demonstrated through the Jisc digital elevation tool
- Through engagement with the tutorial and enrichment strategy, encourage learners to develop their wider skills and abilities, evidenced through self-assessment and learner voice activity
- Deliver >10% Higher and Teacher Education learner numbers growth and further assess Office for Students (OfS) registration options
- Ensure at least 85% of eligible study programme learners participate in meaningful work placement activity
- Collect outcome data on > 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
- Ensure the CWA response to the curriculum reforms meets the needs of all stakeholders

Strategic Ambition 2: Impact positively on social and economic prosperity

To achieve this ambition by July 2029, we will:

- Use business intelligence and labour market information (LMI) to inform a curriculum that is responsive to the training needs and skills priorities of the regional economy
- 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
- 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
- Achieve a return on investment across key sectors: constructions, green skills, advanced manufacturing, life science and health and social care through targeted curriculum development and delivery
- Leverage devolved governance developments, responding proactively to Norfolk devolution and local government reorganisation to strengthen local impact and positioning

Targets for 2026 – 2027

By July 2027 we will:

- Further embed the use of LMI and business intelligence in curriculum development through a formal curriculum intent process, ensuring evidence of stakeholder engagement in curriculum planning and delivery

- Work with key stakeholders to maximise local opportunities arising from Norfolk devolution and local government reorganisation
- Implement structural change and establish a high quality, consistent approach to employer and stakeholder engagement and communication
- Secure Growth and Skills Levy delivery and growth by designing employer-responsive provision and aligning delivery to priority sector workforce needs
- Develop a Business Engagement & Growth Strategy
- 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 supporting participation, progression and employability outcomes

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

To achieve this ambition by July 2029, we will:

- Create meaningful opportunities to show staff that they are highly valued and key to the college's continued success
- Enhance our overall employee experience with progressive policies and an attractive range of 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
- Implement consistent mechanisms to recognise and celebrate staff contribution and success across the college
- Implement a staff communication and engagement strategy to ensure staff voices are heard and their views acted upon

Targets for 2026 – 2027

By July 2027 we will:

- Undertake 6 pulse surveys with staff on an agreed range of topics, with the aim of:
 - 75% engagement
 - Providing feedback on actions from each survey before the next one takes place
- Meet or exceed the AoC staff pay award recommendation
- Improve HR processes by replacing iTrent with a new HR/payroll system
- Routinely produce standardized MI dashboards to illustrate HR trends at a faculty and departmental level

- Build organisational capability and performance through targeted investment in staff development and professional learning, including providing structured opportunities for new and experienced colleagues to refresh and enhance their teaching practice
- Review and implement a structured staff development model for college-wide training days that balances organisational priorities, role-specific learning and individual professional development needs
- Further develop and embed the relational practice programme across all areas, supported by our external partner, to include:
 - Learning walks
 - Training and development of key practitioners
 - Regular bite-size training input
- Ensure effective change management and staff support during SMT transition period
- Improve workforce attendance and resilience by reducing short-term sickness absence by 10% through early intervention, effective management and targeted wellbeing support

Strategic Ambition 4: Use our resources to achieve maximum impact

To achieve this ambition by July 2029, we will:

- Deliver progress towards Net Zero by reducing carbon emissions and embedding low-impact resource management, supporting our commitment to achieve Scope 1 and 2 Net Zero by 2050
- Optimise our estate and infrastructure, ensuring that property assets are well-utilised, financially sustainable, and aligned to curriculum and community need
- Modernise and integrate our digital systems, reducing, where appropriate, reliance on third-party platforms and enabling a seamless, data-driven organisation
- Embed integrated workforce planning within the annual curriculum planning cycle to ensure staffing capacity, capability and resilience are aligned to learner demand, curriculum priorities and financial sustainability, recognizing the need to proactively plan for the demographic 16-19 year old post 2029 dip
- Maintain strong financial health, delivering sustainable surpluses, robust cash reserves, and delivery of the Medium-Term Financial Plan
- Strengthen organisational capability, embedding structured project and programme management processes and using AI and automation to drive efficiencies
- Secure and influence external funding, proactively accessing growth opportunities and advocating for fairer FE funding

Targets for 2026/27:

- Deliver £1.449m EBITDA ($\geq 4.00\%$), in line with the budget
- Produce timely monthly management accounts
- Maintain a DfE Financial Health rating of $\geq$ 'Good'
- Generate $\geq$ £250k income from cash investments
- Achieve minimum 2% reduction in carbon emissions (tCO₂e) against 2009/10 baseline
- Deliver 5% reduction in staff travel emissions (Scope 3) through Mobilityways
- Publish an annual carbon and sustainability performance report

- Complete and implement year 1 milestones of the Property Strategy 2026–2029
- Establish a baseline for space utilisation and identify improvement opportunities across all campuses
- Deliver at least three estate efficiency or rationalisation initiatives
- Launch a fully operational Student Portal for apprenticeships, replacing third-party systems
- Complete integration of HubSpot with the College data warehouse
- Implement developments in-year so that ≥80% of enrolment processes for 2027/28 are digitized
- Embed a good (greater than 90% compliance) culture of data protection across the College
- Ensure all high-priority audit recommendations are completed within the timescales agreed by managers with internal and external audit
- Appoint a qualified project management lead and implement a college-wide project management framework
- Ensure all major projects adopt formal project management controls
- Complete a review of AI/automation opportunities and risks and produce a costed implementation plan for selected high impact projects
- Implement a Financial benchmarking review during the year