# CORPORATE PLAN



# WELCOME: THE CHAIR OF GOVERNORS



#### Welcome to Barnsley College.

As the main provider of post-16 education in Barnsley, the College plays a vital role in the education and training of more than 10,000 students each year.

Our vision is to **TRANSFORM LIVES**, not only in the way in which we are able to support our students to gain life-changing skills and qualifications, but also in the way we provide opportunities for our staff and people and businesses in Barnsley.

We have been able to make Barnsley College one of the best colleges in the country. In 2022, the College's provision was judged to be Outstanding by Ofsted. A standard the College has maintained for more than a decade; one only a handful of colleges in the country to do so against a very demanding standard.

We deliver Outstanding teaching and learning, ensuring every student can achieve their potential.

This wouldn't be possible without our fantastic staff, strong community partnerships, links with schools, business, and government. Our investment in our people and facilities continues at pace, so we can offer an enriched, flexible curriculum that truly meets the needs of the local community and wider region. The Board of Governors and the leadership team work closely together to make the College a success. Governors set the overall direction for the College for the coming year and then work with the executive team to build the strategic plan presented here.

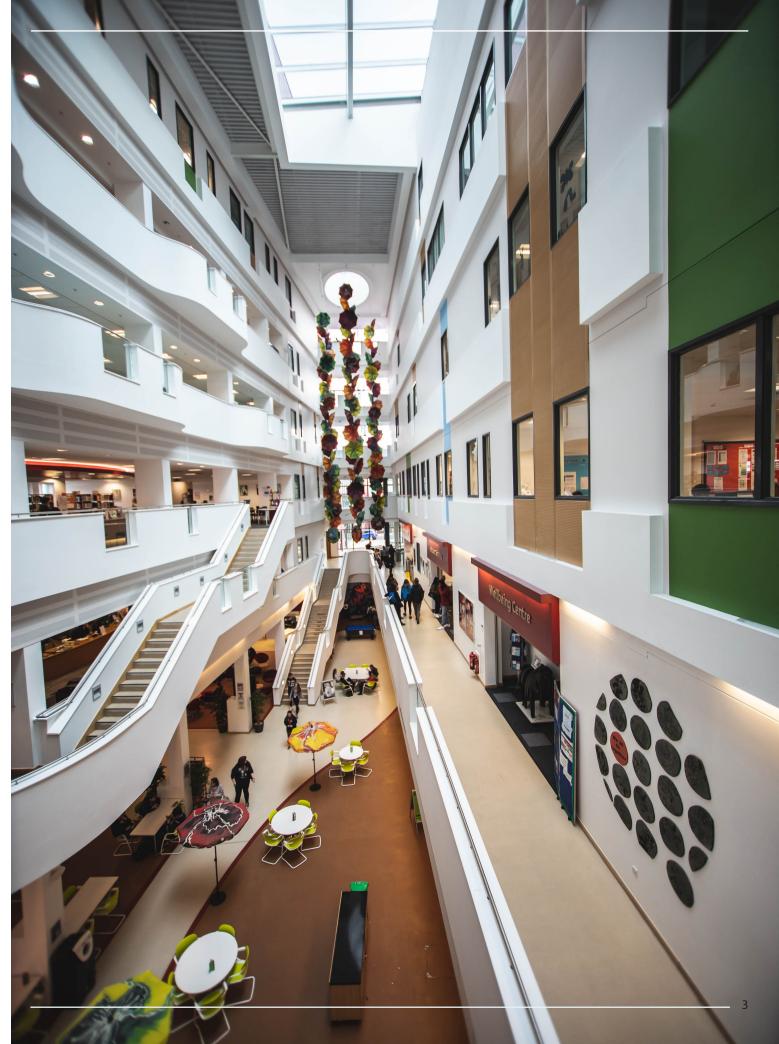
We have four strategic pillars: quality, curriculum, sustainability, and reputation. These help us to deliver our purpose and are the framework under which we manage our strategic goals.

We know that the quality of leadership and governance we provide is key to our success. We have continued to strengthen our board and have embedded our unique governance model. As a National Leader of Governance, I have been able to share the success of our model across the sector, learn from others, and have confidence we are doing the best job we can for the people of Barnsley.

The board are very proud of Barnsley College, and we want Barnsley to be proud, we want the community to be proud, and those we work with in partnership. Most of all, we want our students to be proud and carry it with them when they leave us to develop their career. However, we are not complacent. We are always driven to push further, because we believe Barnsley deserves to benefit from a college that is passionate and committed to excellence. We look forward to working with you in the future as we continue this journey.

#### Simon Perryman

Chair of the Board of Governors



# INTRODUCTION: THE PRINCIPAL AND CHIEF EXECUTIVE OFFICER





Barnsley College is an outstanding place to study and work – a real asset that the whole town can be proud of.

This plan sets out our vision for the future of Barnsley College and is essential in helping us to meet the needs of our students, staff, stakeholders, and community in and beyond Barnsley. It is the reason we exist, and we do what we do.

## There are five elements that we believe are key to achieving success:

- Place
- Civic Responsibility
- Skills
- · Barnsley 2030
- Anchor Institutions

Our reputation is also important to our future success. Working closely with business, communicating well with stakeholders, and meeting the needs of our local community, we will ensure that we remain at the heart of training and education in Barnsley and across South Yorkshire.

In the past year, every student, staff member, and the College itself has received a great deal of recognition. From being selected as a successful T-Levels trailblazer who is able to show others how to structure and execute their provision, through to former Course Leader now Governor, Kalam Neale, being honoured with a Pearson National Teaching Award for making our e-Sports programme sectorleading, and not forgetting two of our students who were crowned as Student of the Year award winners by the Association of Colleges (AoC). We are proud of our successes.

The awards gained by our students in particular are a really great achievement, which saw Barnsley College become the first to gain both an AoC Further Education and Higher Education award in the same year. Above all, the breadth and scope of the recognition we've received shows the depth of talent we possess as a College, and it is this which allows us to create a brilliant environment where our students can shine and achieve their ambitions.

Transforming Lives is more than just an aim. We live and breathe our purpose every day, putting our students, staff, and the community at the heart of everything we do, enabling them to gain the skills they need to go on to higher levels of study or employment. Our plan sets out how we will do this, as we look to go beyond Outstanding and exceed the needs of our students in Barnsley and South Yorkshire, both now and in the future.

#### **David Akeroyd**

Principal and Chief Executive Officer

## KEY FACTS AND FIGURES

## **OUR STUDENTS...**

10,000 STIIDENTS 5,500 16 TO 18 YEAR-OLDS

900 STUDENTS STUDYING AT OUR SIXTH FORM COLLEGE 3,500 STUDENTS AGED 19 OR OVER 650 STUDYING FOR HIGHER EDUCATION QUALIFICATIONS

OVER 1,500 APPRENTICES

## **OUR PERFORMANCE...**

2022 OUTSTANDING



2022 GOLD



KALAM NEALE - E-SPORTS COURSE LEADER STUDENT OF THE YEAR

STUDENT GREEN COMMITMENT AWARD

STUDENT OF THE YEAR

HIGHER EDUCATION STUDENT OF THE YEAR – VICTORIA PRENDERGAST

2022
FINALIST

OCC.

ASSOCIATION

EXCELLENCE IN
GOVERNANCE

2022 HIGHLY COMMENDED



JISC AWARD FOR EFFECTIVE USE OF DIGITAL TECHNOLOGY

CHARTERED FE

THE CHARTERED INSTITUTION FOR FURTHER EDUCATION



**OUR FACILITIES...** 

1 NEARLY

1 STATE OF THE LAST DECADE

CAMPUSES COVERING 63,000 SQM

## OUR PARTNERSHIPS

1,500 EMPLOYERS

**EMPLOYER ACADEMIES** 

12 SCHOOLS IN BARNSLEY AND THE SURROUNDING AREAS AND MORE THAN 10 IN THE REGION

















































## VISION, PURPOSE AND VALUES

## Our students are at the heart of everything we do.

Our outstanding, passionate staff are always striving for excellence and this positive culture has a real impact on our students' aspirations.

We encourage students, staff and external stakeholders to dream big and we are proud to say that studying at Barnsley College helps to inspire our students and transform their lives.

Our vision, purpose, values and Strategic Plan help to steer the College and ensure that our focus is on helping our students to achieve the very best.



**Our Family of Brands** 









#### **VISION - TRANSFORMING LIVES**

Our vision is to transform lives, not just those of our students and staff, but of our external stakeholders too. It frames our ambitions and expectations and provides a clear long-term goal.

#### **PURPOSE**

Our purpose defines what we do every day to ensure that all of our students:

- Have a great time
- Achieve their aims
- And progress on to work or Higher Education

#### **OUR VALUES**

Our values serve as a compass for our actions and describe how we behave in the world.

- Aspirational courage to shape a better future
- Supportive encouraging, compassionate and understanding
- Caring hearts and minds
- Respectful inclusive
- Genuine be clear, be real

**Our Family of Brands** 











## **OUR PEOPLE**

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## Ofsted, March 2022

"Staff provide extremely good pastoral and academic support for students. Students highly value and respect the support that they receive and credit staff with helping to transform their lives. They have the opportunity to achieve nationally recognised awards, such as Apprentice of the Year."

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We have a passionate and dedicated team of teachers, trainers, support staff and managers. It is their talent and experience that enable our students to achieve their aims, progress and have a great time.

Our model of distributed leadership empowers staff to make decisions. This in turn champions innovation and creativity, with the key benefit of driving better performance.

We consistently achieve a high level of staff satisfaction and aim to go further, enabling a culture of success, continuous improvement, and progression. The College employs around 1000 people, and as one of the Barnsley's largest employers, we support development and encourage the attainment of new qualifications. Our staff are encouraged to explore development opportunities and attain new qualifications that help both individuals and the College to achieve growth.

Our appraisal system puts staff at the heart, offering flexibility, focusing on high performance, and identifying talent. Our colleagues consistently say that they like working at the College, with our recent staff survey showing a 91% satisfaction rate - 17% above the sector benchmark. As we aim for excellence, we believe that we can always improve upon this and strive to do so by offering an extensive range of employment benefits and wellbeing support.

We recruit, reward, and retain the very best people. This will continue to be one of our aims to ensure we deliver the experience and outcomes our students deserve. We are proud of our people. They are the reason we are an outstanding college.

## **OUR STUDENTS**



#### **Victoria Prendergast**

HE Student of the Year



HE Sport student, Victoria Prendergast, launched her own business to support children and young people in the community to keep fit, all whilst studying raising children of her own. In addition to this, Victoria has also produced a six-book set of stories for children which explore the often-overwhelming nature of living with autism and sharing positive messages for readers.



#### Safaa Shreef

Student of the Year for Green Commitment



A Level student, Safaa Shreef, was named as the Young Green Champion at the South Yorkshire Sustainability Awards and is an inspiration to others. She spoke at the COP26 conference in Glasgow in 2021 when she was just 17 and has continued to have a huge impact as a student at Barnsley Sixth Form College. She is a member of the Barnsley Youth Council, where she has formed a campaign committee to focus on protecting the environment and championing change in local schools and around Barnsley town centre. Safaa's Association of Colleges award is in recognition of the significant impact she has made with regards to sustainability, biodiversity and green skills at all levels.



#### **John Lack**

**Ambassador** 



As a Design, Surveying and Planning T-Level student, John has represented the College in Parliament and on national news after being among the first cohort of T-Level students. John attended College four days a week and had a one-day work placement with Willmott Dixon in Leeds, which he credits with giving him real-world skills that led to an unconditional offer to study Architectural Science and Technology at Lincoln University. He received the highest grade possible, showing determination and dedication to his course whilst studying remotely throughout the pandemic. John was recently invited to speak at the House of Lords on behalf of the College, to share his experience of studying for a T Level qualification.



## Alisha Shepherd

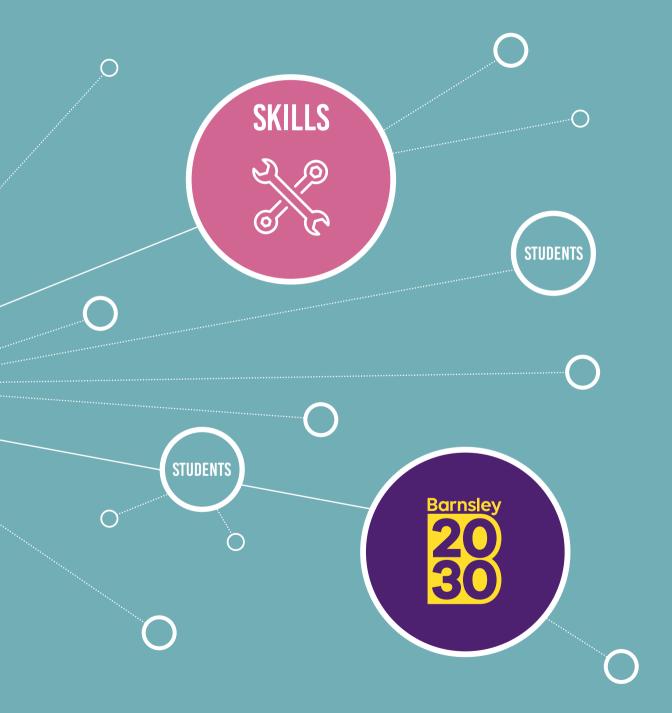
Apprentice of the Year



A former Level 3 Business Admin Apprentice, Alisha secured a role within the College's Teaching and Learning department as a Tuition Fund Administrator, after a successful year. She was awarded Apprentice of the Year for her commitment to her studies whilst providing support to the department during Covid-19. She was also shortlisted in the Colleague of the Year Award at the Barnsley College Staff Star Awards and played a vital part in the Barnsley 2030 launch campaign, a project celebrating and championing the borough and its

## WHAT WE DO





## **PLACE**

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## Ofsted, March 2022

"Leaders have developed a very clear strategic vision for the college, which benefits the residents of Barnsley. Senior leaders and governors work closely and effectively with the local authority to focus on providing 'More and Better' jobs for local residents. They have invested in the college estate to enable students and apprentices to study in highly professional, up-to-date and aspirational learning environments."

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We are ambitious both for our students and the people of Barnsley. We serve the town, surrounding areas and South Yorkshire, but our influence stretches far beyond this. We will have a positive influence and bring new opportunities to the borough by working with business to help them recruit talent and upskill their current workforce through the delivery of training and higher-level apprenticeships, developing our academies with leading employers, and supporting sustainable initiatives.





#### **OUR IMPACT**

Based on economic modelling and research from LightCast, we know that we, as an institution, have had a significant impact on the economy of Barnsley, South Yorkshire and the country as a whole. Together with local businesses, civic partners and Government, we are a driving force for growth, investment, and economic advancement for our community and our students.

It is our belief that everyone, no matter their age or background, has the right to education and training. We seek to drive a highly skilled workforce that is economically productive. As a College, we are committed to being actively involved in the social and cultural development of our community, by raising aspirations, delivering against the Levelling Up Agenda and boosting productivity, through the delivery of an outstanding, quality curriculum.

#### **OUR STUDENTS DELIVER:**

A RETURN ON INVESTMENT OF

£7.10
FOR EVERY
£1.00
SPENT

REGIONAL INCOME GROWTH, ATTRIBUTABLE TO BARNSLEY COLLEGE ALUMNI, OF

£685.9 MILLION

IMPACT ON LOCAL BUSINESSES IN THE SOUTH YORKSHIRE MAYORAL COMBINED AUTHORITY (SYMCA) AS A RESULT OF HIGHER SKILLS, EDUCATION AND TRAINING IN THE REGION OF

£301.1 MILLION

### THE COLLEGE DELIVERS:

£708.5 MILLION

TO SOCIETY OVER THE COURSE OF LEARNERS' WORKING LIVES

A RETURN ON INVESTMENT FOR SOCIETY OF

£6.90 FOR EVERY £1.00 INVESTED

SOCIAL SAVINGS ON CRIME, UNEMPLOYMENT AND HEALTH OF

£22.6 MILLION

## **PLACE**

Barnsley College Business



#### **ACADEMIES**

We believe that our students deserve access to the very best education and enrichment opportunities. Collaborating with business to launch employer-led 'academies', we are able to achieve this for our students. We work with local, national, and international businesses, to co-develop and co-deliver a curriculum that offers students a qualification and experience of real-world projects that boost their transferable skills and employment prospects.

We want to take this further, creating more academies that achieve our strategic aims: to be a provider of choice for our stakeholders and deliver an outstanding, quality education. Additionally, we want to bring more and better jobs to our students and the town. We're already doing this in a variety of ways, including through our newly launched College Business Centre in association with the Barnsley and Rotherham Chamber of Commerce.

## **BEYOND BARNSLEY - INFLUENTIAL, EMPLOYER-LED ACADEMIES**

























## **CIVIC RESPONSIBILITY**

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## Oliver Coppard, Mayor of South Yorkshire, said:

"I was born in South Yorkshire and I'm incredibly passionate about ensuring opportunities for our young people. Barnsley College has engaged fully with the local skills agenda, with clear ambition to build the skills for tomorrow whilst giving its students a brilliant learning experience. It has led the sector in its development of digital and technical skills, as well as raising aspirations to increase the number of local people entering Higher Education."

We understand the role that we play on a local and national stage and how this can influence and shape local and national policy. Barnsley College is a key part of the national debate on Further and Higher Education. We work collaboratively with between skills providers across South Yorkshire through initiatives such as the Skills Development Fund.

Our students play an active part in the local community and civic life. They understand that the College has a civic duty to make Barnsley a great place to live and work, and regularly utilise their skills to benefit a range of local organisations and projects. Examples include:

- Construction students, who made a set of glass fronted cases to display pennants and flags housed in St Mary's Church, Barnsley
- Sixth Form students, who represent the college at Remembrance events
- Professional Services students, who assist with marshalling events across Barnsley, including BMBC's Bright Nights event
- Sports students, who deliver 'sports days' and health and fitness activities at schools across the borough
- · Media and Digital students, who provide Event Management services at Wentworth Festival
- Hair and Beauty students, who provide wellbeing services for public events
- Students from across college, who have participated in The Student Commission on Racial Justice

## CIVIC RESPONSIBILITY

#### BARNSLEY COLLEGE AND THE SOUTH YORKSHIRE REGION

As a College, we are supportive of the Mayor of South Yorkshire's ambition for the region, which aims to put communities at the heart of decision making and create more and better paid jobs for local people.

We will continue to build strong links with students, staff, schools and businesses, reinforcing our place in the local community as an outstanding education provider.

#### HERE IS HOW WE WILL SUPPORT SYMCA AND SOUTH YORKSHIRE:

**Manifesto pledge:** Do politics differently putting communities at the heart of the decisions we make together.

**Our support:** Leveraging our position to work collaboratively with other anchor institutions to multiply our impact for the benefit of local communities.

Manifesto pledge: Build a better economy and create more better paid jobs in the industries of the future.

**Our support:** To address local skills gaps by ensuring our curriculum is aligned to the needs of local businesses, including through the delivery of digital and technical skills.

Manifesto pledge: Develop a Clean Energy Strategy to bring down bills and find a path to energy security.

**Our support:** Implementation of a Sustainability Strategy that will reduce our environmental impact and influence external stakeholders.

**Manifesto pledge:** Bring more money, power and investment into our region, holding the government to account when needed.

**Our support:** Deliver the Local Skills Improvement Plan through collaboration with local Chambers of Commerce.



## **CIVIC RESPONSIBILITY**

#### **SUSTAINABILITY**

Our Sustainability Strategy will not only positively impact the College and our students, but the wider community. We aim for Barnsley College to be a local example of sustainability excellence. By embedding sustainable values throughout the organisation, we will equip students and staff with the opportunity to develop their understanding of sustainability and the knowledge to make sustainable choices.

Through our supply chain, we will seek to procure sustainable services and products, and embed sustainability into the curriculum. This strategy will create opportunities for our students, staff and wider community, reduce negative impact on the local environment, and set an example as a further education institute which champions sustainability.

#### We will do this by:

- Becoming an 'Established' College by 2023/24 as defined by the FE Climate Action Roadmap
- Embed Education for Sustainable Development into every course by 2025
- Ensure 50% of staff are trained in 'carbon literacy' by the end of the 2023/24 academic year, and 100% of staff by the end of the 2025/26 academic year
- Eliminate the sale and purchase of single use plastic across the estate by 2030
- Undertake a local ecological impact assessment with a biodiversity action plan to be created by 2025
- Decrease our CO2e emissions by 50% by 2030

## 44

## Andrew Denniff, Chief Executive of Barnsley and Rotherham Chamber of Commerce, said:

"Our work with Barnsley College to open the Business Centre is the realisation of a project to bring local businesses face-to-face with the College and its students. This will provide a gateway for the business community to partner with the College's students, working collaboratively together to offer greater work-based opportunities alongside a pool of local talent. It has been a long-held vision that the interaction between education and business is key to successful economic regeneration. The College plays an important part in that ambition."

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Our curriculum is broad, balanced, rich and agile, and has been shaped to meet our students', the community's, and region's social and skills needs. The Government's White Paper Skills for Jobs 2021 has enabled us to move forward with our 2030 Curriculum Strategy and vision for post-16 education in Barnsley, which will lead to outstanding outcomes for our students and the businesses we work with.

#### STUDENT DESTINATIONS

We have high hopes for our students, which is reflected in the destination data and outcomes they are able to achieve. We believe that they should be able to access the best opportunities and education, regardless of background, location, and prior levels of attainment. Our staff go above and beyond to make sure we provide wrap-around support, such as an annual programme of student-focused wellbeing events, targeted mentoring through the 'Boost' programme, and bespoke, flexible study. We will continue to deliver this to meet our aim of delivering an outstanding quality of education, which ensures students stay on track and achieve their full potential. In the academic year 2021/22, 98.2 % of 16-18 year olds had a positive destination.

## **SKILLS**

#### **CURRICULUM 2030: STRATEGIC DRIVERS AND INTENT**

Across all of our provision we aim to deliver an outstanding quality of education and student experience. We do this by fostering aspirations, high performance, and a values-driven learning culture. In order to achieve this, the following strategic drivers underpin our 2030 Curriculum Strategy:

- Skills for Jobs: Lifelong Learning for Opportunity and Growth
- The Post-18 Education Review (Augar Review)
- Levelling Up the United Kingdom
- The College of the Future Commission
- Sheffield City Region 2021-2041 Strategic Economic Plan
- An Employment and Skills Strategy for Barnsley More and Better Jobs 2021-2024
- · Local Skills Improvement Plan and Strategic Development Fund

#### STRATEGIC OBJECTIVES

We want to provide high quality teaching, learning and assessment that inspires, engages and enhances the student experience, and equips them to be successful once they leave us. In addition, it is our goal to achieve modern, high quality, fit-for-purpose learning environments across all of our estate, and recruit the very best teachers, tutors and trainers to deliver a curriculum that meets the needs of the local economy.

We will do this by:

- Designing purposeful and ambitious curricula with clear progression pathways for young people, adults, apprentices, and our higher education students
- Successfully implementing the College's five-year roll-out plan, introducing more T Level and Transition Programmes into the curriculum portfolio
- · Helping adults develop the essential digital skills needed to live in a technology-centric world
- Growing and expanding the advanced and higher-level apprenticeship portfolio
- Developing and growing distinctive, higher technical and skills provision
- Investing in our campuses, to bring the very best learning environments to Barnsley

## T-LEVELS

#### T LEVEL PROVISION

In 2020 we became one of the first in the country to offer T Levels. As a pioneering FE institution, we have seen our first cohort of students achieve incredible success, and we will build on this by offering more T level subjects.

The College is recognised as a sector leader and trailblazer in this regard, guiding other colleges and sharing best practice of successfully embedding these qualifications. Flexible study, an employer-backed curriculum and meaningful, high-quality work placements are key to ensuring quality.

#### OUR 2021/22 COHORT OF T-LEVEL STUDENTS ACHIEVED THE FOLLOWING:

- A 98% overall pass rate
- 82% of students studying Construction: Design, Surveying and Planning achieved a distinction grade
- 86% of all students studying T Levels achieved a Merit or above in their overall classification
- 100% of T Level students progressed to university, into employment, or higher skilled training



| SOUTH YORKSHIRE |   |   |   |   |   |   |   |   |    |
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| I               | N | S | Т | I | Т | U | Т | Е | OF |
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#### INSTITUTE OF TECHNOLOGY

As part of a consortium across South Yorkshire, we are responsible for delivering the Department for Education's vision of employer-led Institutes of Technology (IoTs) that offer higher level technical education to help close skills gaps in key STEM areas. If skills needs aren't met, our economy and communities will suffer.

We will deliver on our promise to bring the South Yorkshire IoT to Barnsley, giving our region and our students the chance to boost their technical skills. Our IoT will ensure that we can expand our already impressive work with businesses across the area and meet skills needs of the future. The IoT will:

- Work with Further Education institutions, Higher Education institutions and local employers to provide pathways from STEM based T Levels to Higher Technical Qualifications, apprenticeships, and degrees
- Offer flexible courses for adults looking to reskill or upskill
- Work closely with employers to provide specialist provision for over 1,500 learners, aiming to meet the demand for construction, digital, engineering, manufacturing, and healthcare science higher level technical skills within the region
- Target key sectors and occupations, making a substantial contribution to increasing the region's productivity and ability to attract and retain employers with higher-level, technically skilled roles



Artist's impression of the Barnsley IoT which will see the College invest circa £12 million

## BARNSLEY 2030



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## Sir Steve Houghton CBE, Leader of Barnsley Council, said:

"The College is an integral part of the infrastructure of Barnsley and the borough's 2030 vision. For more than a decade, it has been delivering an outstanding education to people of all ages, developing the skills needed to meet the future demands of the local economy, nurturing talent and creativity. We want to see Barnsley thrive and the College is integral in making this happen."

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Barnsley 2030 is an ambitious vision for the town. We are proud to be an anchor institution that drives change across the town, with a clear roadmap to improve the prospects for everyone who lives and works here. The College's 2030 Curriculum Strategy will help us to further improve Barnsley for the benefit of everyone. We are committed to developing skills, talent and creativity among people of all ages, creating exciting prospects and meeting the demands of the future economy.

#### **HOW WE WILL SUPPORT BARNSLEY 2030**

The College is instrumental in helping to move our town forward to achieve the Barnsley 2030 vision, ensuring it is a 'place of possibilities' for those who live, work and study here. Four key pillars underpin the strategy and will ensure we foster and grow ambition, enabling everyone to be the best that they can be. We're committed to making Barnsley the best place it can be, and will deliver against the 2030 pillars in the following ways:

- **Health:** through the delivery of higher skills and technical qualifications, we ensure our students have the tools to access higher skilled, better paid jobs, giving them the resources they need to improve outcomes for themselves and their families. The development of our students' social and cultural capital has multiple benefits, not least the impact on their wellbeing and mental health, promoting longer, healthier lives.
- **Economic:** by encouraging higher levels of attainment, we will give our students the ability to acquire greater wealth. Our work with partner organisations and business sees us position Barnsley as a great place to invest, working in collaboration to upskill and grow the future workforce.
- **Learning:** this is our core purpose; through the delivery of our 2030 Curriculum Strategy, we will encourage students to aim high and enable them to excel in their education, progressing to higher-level studies, highly skilled employment, or technical training.
- **Sustainability:** the delivery of our Sustainability Strategy will benefit the wider community by reducing our carbon emissions, encouraging students to look after their local environment, and providing greater understanding, education and awareness of their environmental impact.

## ANCHOR INSTITUTIONS

As an outstanding College we are well placed to work alongside key institutions to bring about change and celebrate the things that make our town truly great.

We will continue to work closely with Barnsley Metropolitan Borough Council, Barnsley Hospital NHS Foundation Trust, The Barnsley and Rotherham Chamber of Commerce, Berneslai Homes, the South Yorkshire Mayoral Combined Authority, local schools, and organisations, to make Barnsley a better place to live, work, invest in and visit. Barnsley is a brilliant place, and it is our duty to ensure that everyone knows it.

Through our presence in Barnsley, we create wealth by being a large employer and purchasing local goods and services. Our mission, history, relationships with other institutions, and campuses are enmeshed within the local community. Our responsibility to the people of Barnsley is present in our mission statement and vision, which complements that of Barnsley Metropolitan Borough Council and Barnsley NHS Trust.



To position Barnsley College as a catalyst for educational, economic and social change in the South Yorkshire region.



To provide the best possible care for the people of Barnsley and beyond at all stages of their life.



To work together for a brighter future, a better Barnsley





## **HOW WE DO IT**

## VISION:

## **PURPOSE:**

## **QUALITY**

Outstanding quality of education

Outstanding personal development, behaviour and attitudes

Outstanding leadership and management

management

Enhance HE provision Excellence in 14-16 provision CURRICULUM

provision with clear progression
pathways
Develop and grow distinctive
Higher Level Technical
programmes underpinned by

**Develop Technical Education** 

Develop an Adult Education curriculum that addresses local skills priorities and provides clear pathways to skilled jobs.

DEPARTMENȚAL

ocal and economic need

OUR

VALUES: ASPIRATIONAL, SUPPORTIVE,

## TRANSFORMING LIVES

#### To ensure our students:

- · Have a great time
- · Achieve their aims
- Progress on to work or Higher Education

#### **SUSTAINABILITY** REPUTATION mprove Carbon Reduction and **Expand status as provider of Environmental Sustainability** Deliver the property strategy Regionally and Nationally subsidiaries' profile both **Develop the Organisational** Raise the college and its **Deliver College Business Extend and enhance the** Future proof the college's choice for stakeholders **nfrastructure** for digital college position as an **Development Strategy Anchor Institution** Develop the college transformation finances

## **PEOPLE**

CARING, RESPECTFUL, GENUINE





