

# ***Where Next?***

***City of Bristol College***

**Strategic Plan 2024-2029**

A decorative graphic consisting of a thick, curved band with a rainbow gradient (purple, blue, green, yellow) that sweeps across the bottom half of the page. A diagonal band of the same gradient also extends from the bottom right towards the center.



# ***Our Mission***

We are City of Bristol College, we will deliver transformative education in dynamic learning environments.

# ***Our Vision***

Through educational excellence we will underpin the economic growth and productivity of Bristol and the wider West of England region.



# Our Values



## **Boldness**

We will innovate and take risks for the benefit of our students, communities and employer stakeholders.

## **Respect**

We will work and learn in an environment of mutual respect, valuing diversity.

## **Inclusion**

We will be ambitious for all of our students, colleagues and stakeholders.

## **Sustainability**

We will commit to sustainable practices and green skills delivery.

## **Teamwork**

We will work collaboratively, and our team will deliver high performance.

## **Openness**

We will be open to new ideas, perspectives, cultures and learning experiences, creating an inclusive and welcoming environment.

## **Learning**

We commit to lifelong learning, continuously striving for knowledge, skills and innovation.



# ***Eight Strategic Aims that will deliver the vision of the College.***







# ***1. Curriculum and Quality***

We will co-create a responsive, relevant and rigorous, high-quality curriculum to meet the aspirations of our students and communities whilst aligning to the Local Skills Improvement Plan (LSIP) priorities. Our goal is to cultivate a curriculum that ignites curiosity, fosters adaptability and inspires a passion for lifelong learning.

# ***2. Equity and Inclusion***

We will deliver an inclusive and equitable educational and work environment at City of Bristol College that actively addresses and eliminates barriers hindering access to work and learning opportunities.





### ***3. People, our workforce***

We will deliver a people-first, high performance culture, within a valued, diverse community of colleagues.

### ***4. Our communities and our region***

We will respond to regional employment needs by creating employable people for the future. We will support long term employability and economic independence that contributes to regional productivity.





## ***5. Estate, resources, place and long-termism***

We will develop excellent facilities in all parts of our college estate, including resources that support and enhance skills in Bristol and the wider West of England region.

## ***6. Economic and environmental impact***

We will respond to the climate emergency by reducing our carbon footprint and embedding sustainability within our curriculum to benefit the local economy.





## ***7. Collaboration, system leaders***

We will work ambitiously with partners to enable collaborative systems leadership.

## ***8. Digitally enabled***

We will deliver a digitally responsive and enabled curriculum and workplace. Utilising technology, we aim to enhance collaboration, improve practice, meet regional skills needs, save time and reduce our carbon footprint.





# Strategic Aim 1

## Curriculum and Quality

We will co-create a responsive, relevant and rigorous, high-quality curriculum to meet the aspirations of our students, communities and align to the Local Skills Improvement Plan (LSIP) priorities. Our goal is to cultivate a curriculum that ignites curiosity, fosters adaptability and inspires a passion for lifelong learning.

## Objective

- 1.1 Design and deliver a curriculum that is sustainable and agile aligned to Accountability Agreement aims allowing for responsiveness to changes in sectors, skills, qualification reforms and responds to emerging trends
- 1.2 Collaboratively design curriculum and assessments involving employers, communities, universities and partners to align content and skill delivery to meet both dynamic sector demands and Local Skills Improvement Plan (LSIP) priorities
- 1.3 Enhance and implement a curriculum that is inspiring and accessible for lifelong learners
- 1.4 Craft and implement a curriculum and enrichment offer that fully responds to the specific needs of communities around our campuses and tackles relevant real world issues
- 1.5 Design and implement holistic quality processes that empower colleagues to deliver excellence through individualised support and ownership of their own development and reflective practice
- 1.6 Deliver an exceptional student experience, empowering students to connect to and take ownership of their own learning and personal development
- 1.7 Seek and respond to feedback and remain informed by the experience of students, apprentices and stakeholders



# Strategic Aim 2

## Equity and Inclusion

We will deliver an inclusive and equitable educational and work environment at City of Bristol College that actively addresses and eliminates barriers hindering access to work and learning opportunities.

### Objective

- 2.1 Identify and eliminate barriers to education and employment by providing access to resources, support services and environments that respond to diverse needs
- 2.2 Create and communicate ambition for all students and colleagues regardless of postcode, ethnicity, age, disability or other defining factors
- 2.3 Collaborate with employers, local organisations, community groups and stakeholders to develop a culture of shared commitment and responsibility that strengthens engagement, addresses societal challenges and create opportunities for underrepresented groups
- 2.4 To be a recognised trauma informed college



# Strategic Aim 3

## People, our workforce

We will deliver a people-first, high performance culture, within a valued, diverse community of colleagues.

### Objective

- 3.1 Broaden the diversity of employees at City of Bristol College to be representative of our students and communities
- 3.2 Psychological safety within an environment where colleagues understand their roles, can ask difficult questions and give and receive feedback within a supportive, coaching-led culture
- 3.3 Meaningful professional development available for colleagues that will lead to excellence in all areas of education and professional services
- 3.4 Recognition of achievements to demonstrate respect for colleagues' contribution to the collective work of City of Bristol College
- 3.5 Ensure efficient, effective communication throughout the college
- 3.6 We will have high expectations, be accountable to ourselves and each other and will work collaboratively to provide excellent customer service at all times





# Strategic Aim 4

## Our communities and our region

We will respond to regional employment needs by creating employable people for the future. We will support long term employability and economic independence that contributes to regional productivity.

### Objective

- 4.1 We will respond to regional skills priorities through careers maps for all students in all sectors, with clear steps that create attainable goals
- 4.2 We will work with all students to ensure they have a clear career path and set of goals that align to regional skills priorities
- 4.3 To enable students to identify issues and actions that are a priority to them, the community and regional employers
- 4.4 We will support the growth and development of the local community by being a community asset



# Strategic Aim 5

## Estate, resources, place and long-termism

We will develop excellent facilities in all parts of our college estate, including resources that support and enhance skills in Bristol and the wider West of England region.

### Objective

- 5.1 Review the existing estate and resources to identify gaps and develop operational plans/strategies and processes to meet future needs that are flexible and able to respond to opportunities as they arise
- 5.2 Position the college estate to benefit our communities and ensure it meets their needs
- 5.3 Positively impact on the environment by reviewing the current estate and use of resource and plan a sustainable change process to become more environmentally responsible
- 5.4 Maximise opportunities for efficiency and utilisation to benefit the economy
- 5.5 Be user informed at all stages by engaging with the end user of all plans to determine impact
- 5.6 Make better use of employers as partners through collaboration to provide access to resources



# Strategic Aim 6

## Economic and environmental impact

We will respond to the climate emergency by reducing our carbon footprint and embedding sustainability within our curriculum to benefit the local economy.

### Objective

- 6.1 Develop and deliver on a sustainability strategy with a vision of being carbon neutral by 2040. The strategy must recognise the significant challenges, investment and organisational change required to meet this objective
- 6.2 Develop a procurement strategy that will deliver value for money to the College. The strategy must deliver procurement that is compliant, ethical, sustainable and where possible supports the local economy
- 6.3 Develop the curriculum to allow students to understand and manage their impact on the economy
- 6.4 Embed sustainability into the curriculum in an industry relevant way and measure the impact





# *Strategic Aim 7*

## **Collaboration, system leaders**

We will work ambitiously with partners to enable collaborative systems leadership.

### **Objective**

- 7.1 Effective CRM will map current sphere of engagement and enable the identification of future opportunities
- 7.2 Provide solutions to regional skills needs through innovative system leadership and connected partnerships
- 7.3 Gap analysis will identify priority areas of interest for further organisational growth, linked to LSIP and WECA skills priorities



# Strategic Aim 8

## Digitally enabled

We will deliver a digitally responsive and enabled curriculum and workplace. Utilising technology, we aim to enhance collaboration, improve practice, meet regional skills needs, save time and reduce our carbon footprint.

## Objective

- 8.1 Develop a culture where staff and students are increasingly agile and positively adapt their behaviour to the rapid changes in technology
- 8.2 Develop and embed a culture of digital equality, inclusion, enablement and empowerment
- 8.3 Deliver plans with ambition and boldness to include AI, VR and new and emerging technology through engagement with employer partners. Challenge the effectiveness of existing processes and procedures through a digital first culture
- 8.4 There will be an adaptive and secure digital infrastructure in place that is responsive to business and curriculum change