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# STRATEGIC PLAN: 2020 – 2023

# TRANSFORMING FUTURES

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# Contents

Introduction	3
Purpose, Vision, Mission, Values and Challenge	4
Strategic Outcomes	4
Where We Are Now	6
Key Projects and Activities	9

## Appendices:

Operational Performance Indicators
Marketing Strategy*
Curriculum Strategy
HE Strategy
Careers Strategy
Organisational Development Strategy
Digital Transformation Strategy
Financial Plan
Estates Strategy
IT Strategy
Sustainability Strategy*
Equality, Diversity and Inclusion Strategy
*when developed

## INTRODUCTION

Our new Strategic Plan is being developed at an interesting time. Nationally, we await the publication of a White Paper which we anticipate will recognise the strategic value of further education. The value to our economy of technical and professional education and training, especially at levels 3, 4 and 5 is better acknowledged now, than has been the case in the recent past. The increasing influence of technology poses challenges but offers up almost limitless opportunities. We are in the midst of a global pandemic that is changing the way we live and work in ways we could not have imagined a few months ago.

But there is strength in adversity and we have been motivated to think differently about what we do and how we do it. We are moving into the future in a mood of optimism, with high ambitions and a clear vision for the next few years.

This plan will define us as a provider of professional and technical education and training, judged by Ofsted and others as meeting the highest standards. We will focus on careers not courses.

Our deployment of digital technologies in all our core activities will enable our students and staff to flourish in a digitally connected world. Our open and inclusive culture will create equality of opportunity for staff and students and place great value on social responsibility and sustainability. Strong financial management and creative and efficient use of resources will enable investment in a high quality physical environment and in particular, we will create a clear vision for our use of space in a post COVID world.

We are excited to play our part in securing long term prosperity for all constituents of our local community.

***Diane Grannell***  
***Principal & Chief Executive***

# Purpose, Vision, Mission, Values and Challenge

The **Purpose** that Bournemouth & Poole College exists, is to transform students' futures.

We have a **Vision** for every student to have the best life they can.

Our **Mission** is to champion lifelong learning to benefit individuals, the community and the economy.

Our activities are guided by our core **Values**:

- A passion for learning and success
- supportive and caring
- respectful and considerate
- a champion for equality through learning
- ambitious and tenacious.

As part of our re-visioning for the future, the College's Board issued a **Challenge** to the Exec to:

- Provide an excellent experience for our students.
- Generate a surplus to create a continuous investment cycle through efficient use of our assets.
- Deliver skills in line with local and national needs.
- Create a culture of trust in which staff feel highly valued, respected and empowered.
- Respond to the needs of the climate emergency.

This Plan is the College's strategic response to that Challenge.



# Strategic Outcomes



Outstanding brand and reputation



Develop responsible, respectful and active citizens



Outstanding people and culture



Drive economic impact and skills

We will accomplish our Vision by achieving seven Strategic Outcomes



Environmentally sustainable



Digital organisation



Lean, agile and responsive

# What we want our college to look like

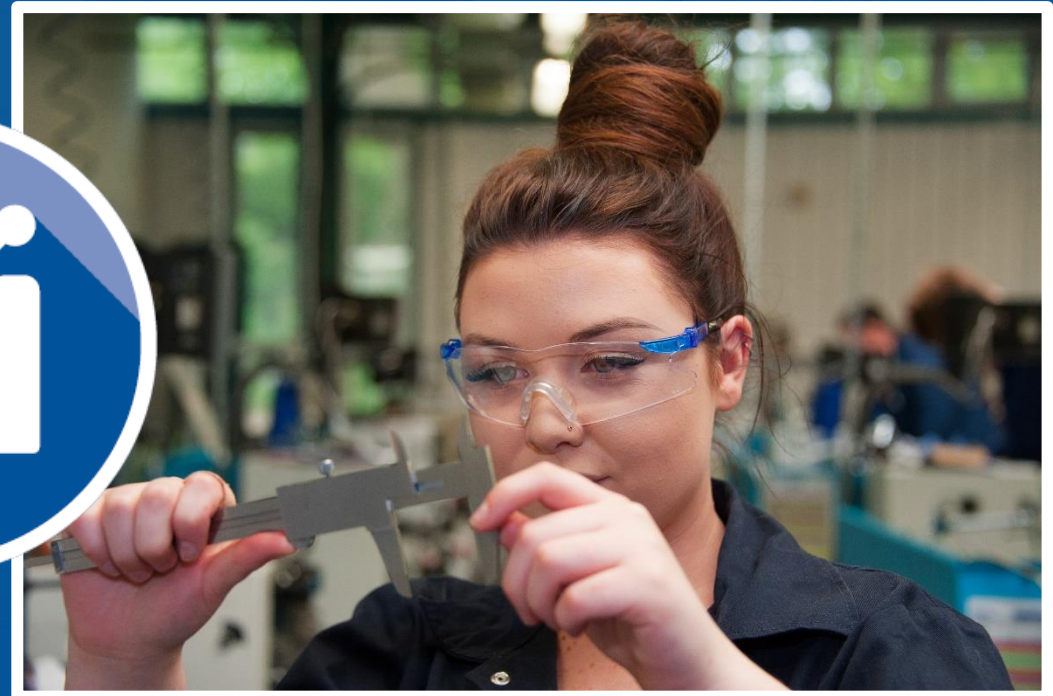
## Outstanding brand and reputation

**We will deliver excellence in post-16 specialist technical and professional education and training. We will continue to work hard in maintaining our excellent reputation within the whole regional community and nationally, as we grow and develop.**



## Drive economic impact and skills

**We will offer a balanced technical and professional curriculum from pre-entry through to university level, with coherent and clear progression pathways to further study, into and through work, and through changing career opportunities. Our curriculum offer will focus on careers not courses and will be influenced by our employer partners.**





## Develop responsible, respectful and active citizens

**We will provide our students with the skills, knowledge and behaviours they need to progress to the next step and to engage in lifelong learning. High ambition for all our students will ensure each individual student is the best that they can be and they will leave us career ready, work ready and life ready.**



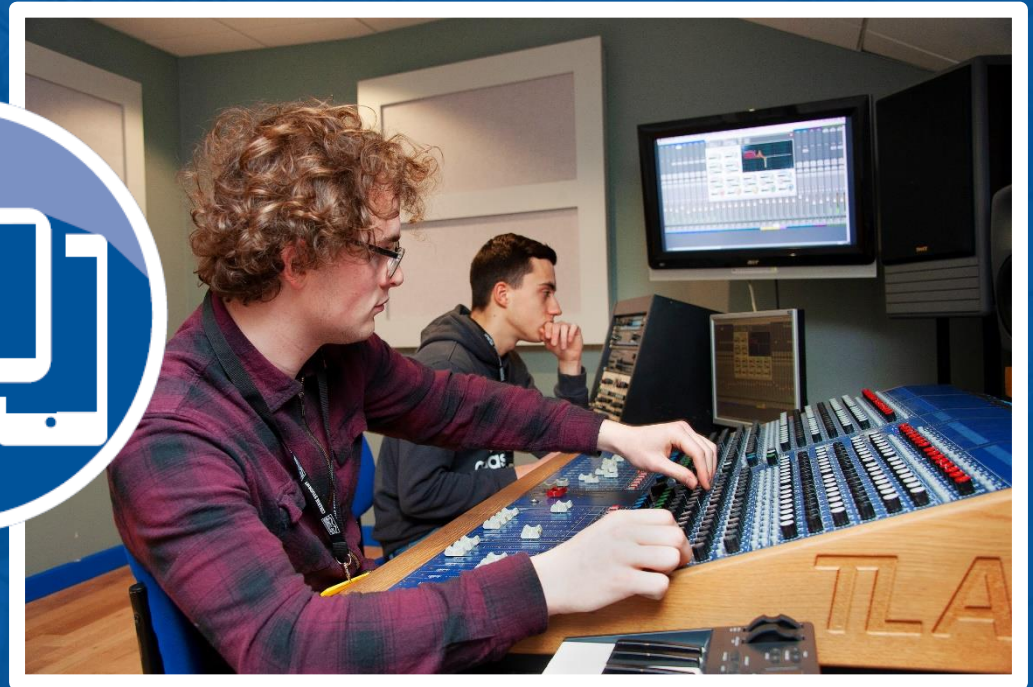
## Outstanding people and culture

**We want to attract and retain the best talent. Our culture of care, trust and empowerment, our commitment to the highest standards of equality, diversity and inclusion, and the way in which we develop and reward our people, will drive high performance and make us a local employer of choice.**



## Digital organisation

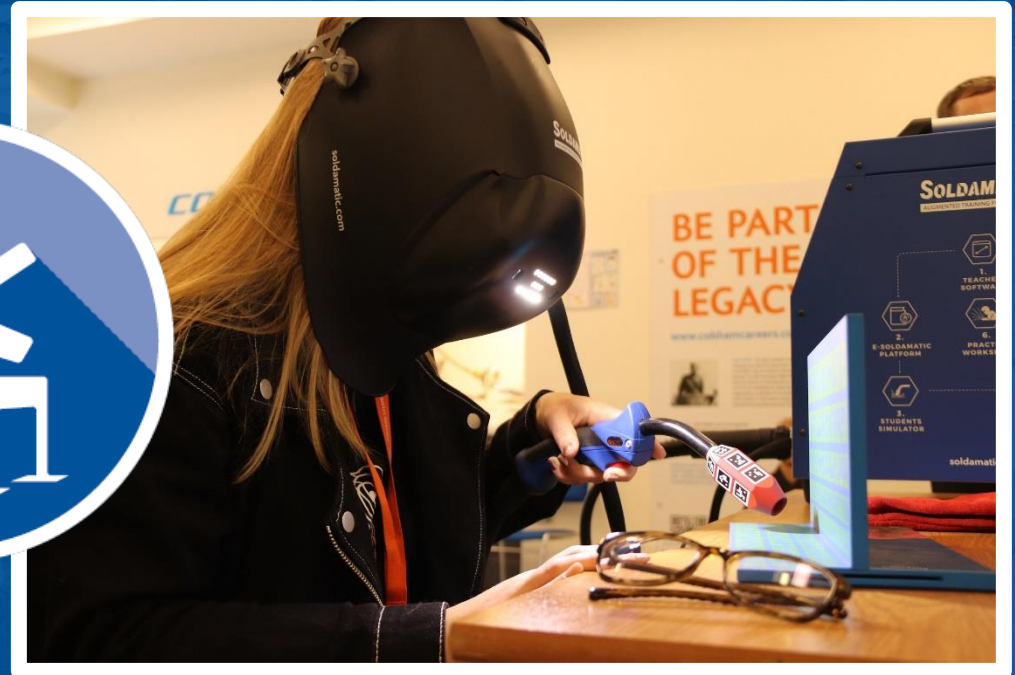
**Our staff will be confident adaptable and effective users of technology. Teachers will use innovative ways of teaching, learning and assessment that develop the capability of our students to use a range of technologies, to develop their professional competencies and advance their career potential. No student will be disadvantaged by digital poverty.**





## Lean, agile and responsive

**Commercial awareness and mobilisation will be embedded throughout the organisation. Careful financial management, efficient practices and systems that drive improvement, will generate annual surpluses and cash generation that can be re-invested in high quality, modern accommodation and resources.**





## Environmentally sustainable

**We will have sustainability and green technology at the heart of our curriculum. culture of environmental awareness and working practises that are kind to the environment will enable us to respond to the climate emergency.**



# Where are we now?

All of the above, describes the College we aspire to create. We now move on to an analysis of where we are now.

We have a **strong reputation** with many local and regional stakeholders for being good at what we do, but we need to improve this belief in some other areas. We do not yet have a defined marketing strategy and will develop one by July 2021.

*Our Marketing Strategy (when developed) and our Equality, Diversity and Inclusion Strategy will drive our work in this area.*

We have an informed understanding of the **skills** needs in our region and strong relationships with many employers that align our core curriculum with the current skills needs in our local economy. Our future success relies on this knowledge remaining up to date amidst the pace of change occurring in the global workplace.

*Our Curriculum, HE and Equality, Diversity and Inclusion Strategies will drive our work in this area.*



We have a strong infrastructure to support and **develop our students as responsible, respectful and active citizens.** We need to ensure that all our students are able to develop a full range of employability skills and have equality of opportunity to make their next step.

*Our Careers and Equality, Diversity and Inclusion Strategies will drive our work in this area.*



## Where are we now?

We have talented teams of people and are developing a college **culture** that is welcoming, caring and responsive. Our strategy must ensure that we can attract the best talent and that we nurture and develop our staff to maintain their professional competences at the highest level.

*Our Organisational Development and Equality, Diversity and Inclusion Strategies will drive our work in this area.*

Our work to become a **digital organisation** has only just begun. Our staff responded well in making the move to remote working precipitated by lockdown, so we are building on a good foundation, but we now need to support our staff to develop their digital pedagogy and to provide them with the technological infrastructure and tools that they need to be confident and innovative users.

*Our Digital Transformation Strategy will drive our work in this area.*

We have evolved to a **lean** operation in many respects. We practice careful financial management but our generation of surplus has not been stable in recent years and this has impacted on our capacity to invest.

Our accommodation and resources are modern and fit for purpose in many areas, but there are still significant pockets of poorer quality accommodation, especially at our Lansdowne campus. We need to put more emphasis on commercial **agility and responsiveness** across our organisation. We do not have an up to date Estates Strategy and will develop one by March 2021.

*Our Financial Plan, Estates Strategy and IT Strategy will drive our work in this area.*

Our approach to **environmental sustainability** has not so far been co-ordinated. Across our college there is a lot of isolated good practice but for the future, we need to bring this activity together as a cohesive programme of work, with targets that will ensure we play our part in responding to the climate emergency. We do not yet have a Sustainability Strategy and will develop one by July 2021.

*When developed, our Sustainability Strategy will drive our work in this area.*

# What are our key projects and activities?

Having set out our ambitions and analysed our current position, we now arrive at the programme of work that we believe will move us towards where we aspire to be.

Project / Activity	Led by	By When
<b>Outstanding Brand and Reputation</b>		
Develop and implement a Marketing Strategy	COO	July 2021
Strengthen our relationship with local schools	COO	July 2023
Improve our customer relationship management	COO	July 2023
Strengthen the depth of our relationships with leaders and large employers in our primary industrial sectors	P&CE	July 2023
<b>Driving Economic Impact and Skills</b>		
Prepare to start delivering T Levels	VPC	September 2023
Establish an Engineering Skills Centre	P&CE	September 2025
Prepare to start delivering Higher Technical Qualifications	VPC	September 2024
Expand and relaunch Foundation provision	VPC	September 2023



# What are our key projects and activities?

## Developing Responsible, Respectful and Active Citizens

Develop and implement a Careers not Courses approach	VPC	July 2022
Establish upward progression pathways	VPC	April 2023
Develop an Employer informed curriculum	VPC	July 2023

## Outstanding People and Culture

Develop high quality leadership at all levels	COO	July 2023
Develop individual and collective performance	COO	July 2023
Improve mechanisms to recruit and retain staff	COO	July 2021
Develop staff communication and engagement	COO	July 2023

## A Digital Organisation

Implement our Digital Transformation Strategy	VPC	July 2023
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# What are our key projects and activities?

## Lean, Agile and Responsive

Develop and implement an Estates Strategy	COO	March 2021
Define our future presence at Bournemouth	COO	March 2021
Improve our space utilisation	COO	March 2022
Build a secure and resilient network infrastructure	COO	March 2022
Expand remote services for students and staff	COO	March 2021
Embed schemes to address digital poverty	COO	September 2021

## Environmentally Sustainable

Develop and implement a Climate Emergency Response Plan	COO	July 2021
Embed green technologies in all areas of curriculum	VPC	July 2023