



# College Strategic Plan 2022 - 2025









St Helens College





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# Foreword

Developed in consultation with our staff, students, the College's Corporation Board, and external stakeholders, this Strategic Plan sets out our high-level objectives and commitments for the next three years, **as we aspire to be one of the very best technical and vocational colleges in the country.**

Most importantly, our students and apprentices remain at the heart of everything we do. From cultivating aspirational learning environments through outstanding curriculum and facilities to delivering high quality teaching and learning, we are committed to providing them with every opportunity to excel and achieve the very best outcomes.

The College's Strategic Plan is founded on six key goals; outstanding student experience, exceptional curriculum, growth, transformed estate, employer of choice, and anchor

institution, which provide a framework for more detailed operational activities, transforming the way we work with our students, staff, employers and local communities.

We recognise the significant role we play as an anchor institution in St Helens and Knowsley and the greater economic challenges our communities face post-pandemic. Through strategic partnerships with key organisations and employers, we are focused on contributing to system leadership and addressing employment needs that will not only support economic recovery and growth but will also provide wider employment opportunities for our students.

We invite staff, students, and our partners to work with us to help shape our plans and achieve our goals.



*S Pierce*

**Simon Pierce**  
CEO and Principal



*Bill Nixon*

**Bill Nixon**  
Chair of Governors

# Our Strategic Goals



## Outstanding Student Experience

Delivering an outstanding experience, placing students and apprentices at the heart of everything we do.

## Exceptional Curriculum

Developing an innovative and agile curriculum that meets the needs of our students and communities.

## Growth

Achieving growth through strategic partnerships and relationships with key organisations and employers.

## Transformed Estate

Transforming the College's estate to inspire outstanding teaching and learning.

## Employer of Choice

Attracting and retaining skilled staff through reputation, recognition, and a strong sense of community.

## Anchor Institution

Building upon our role as an anchor institution in Knowsley and St Helens and contributing to the leadership of education and skills ecosystems.



## Outstanding Student Experience

*Delivering an outstanding experience, placing students and apprentices at the heart of everything we do.*

Our ambition is to support and empower our students to 'dream big' by providing an outstanding experience that raises their aspirations and motivates them to achieve the very best outcomes.

We have the highest expectations of our students, and in turn, they have high expectations of us. We are committed to providing them with every opportunity to reach their full potential - academically, professionally and socially.



### To achieve this goal, we will:

- firmly ground teaching and learning in outstanding, research informed practices.
- provide access to a wide range of experiences and enrichment opportunities, that enable our students to develop employability and other skills and to build confidence, resilience, and social and cultural capital.
- motivate and nurture students to achieve excellence in their academic studies and skills development.
- ensure student support is holistic, tailored and meets individuals' specific needs, and focuses resources on the most disadvantaged and vulnerable young people and adults.
- spotlight the successes of student and apprentice alumni as champions of the College and aspirational role models for current and prospective students.



## Exceptional Curriculum

*Developing an innovative and agile curriculum that meets the needs of our students and communities.*

Developing and delivering a dynamic and evidence informed curriculum, that meets the needs of local communities and the wider city region, ensures that we are preparing our students and apprentices to compete for the jobs of the future.

Employers shape and inform our curriculum to maximise our impact on the growth and productivity of local businesses.

A key strength of the College is the breadth and depth of our provision for both Knowsley and St Helens residents and employers. The College's inclusive curriculum also enables the most marginalised and disadvantaged groups, many of whom are in low paid or part-time employment, to access learning.

We continue to engage with our students throughout their lives, through opportunities to re-train for a new career or upskill for a different role or promotion.



### To achieve this goal, we will:

- remain responsive to emerging skills and employment needs through the co-development and co-delivery of curriculum in partnership with employers, and by placing business intelligence at the core of curriculum strategy and planning.
- further develop internal progression opportunities for our students, including a refreshed and expanded higher education and higher/degree apprenticeships offer.
- continue to provide an inclusive curriculum, which actively promotes equality, diversity and a strong sense of belonging to the College community.
- provide innovative and flexible delivery methods for learning, including blended/distance approaches that maximise the use of digital technologies and build on experiences from the pandemic.
- ensure curriculum is underpinned by a key theme of net zero carbon and sustainability.



## Growth

*Achieving growth through strategic partnerships and relationships with key organisations and employers.*

Focusing on both Knowsley and St Helens we will grow the College through existing and new relationships and routes to market, and through the development of transformational, strategic partnerships with key organisations and employers.

Business intelligence informs the overall direction of travel and ambition, enabling a rapid and agile response to emerging skills and employment needs in specific sectors.

Long-term partnerships with employers and other stakeholders enable the development of mutually beneficial plans and co-investment that will support and transform local industries.

### To achieve this goal, we will:

- **focus on key specialisms, sectors and emerging technologies that enable economic recovery and future growth.**
- **raise student participation through increased progression to further study, with a broader and deeper offer in all curriculum areas.**
- **build upon our strategic partnerships with employers to generate opportunities for co-development and co-investment and inform the development of both generic and tailored provision.**
- **utilise the Waterside Training brand to secure greater employer investment in bespoke skills training.**
- **ensure the College's improved financial sustainability and resilience are maintained.**





## Transformed Estate

*Transforming the College's estate to inspire outstanding teaching and learning.*

Our estate will exceed the expectations of our staff and students, providing inspiration for teaching, learning and student experience and a source of pride and celebration.

The College estate will comprise modern, attractive and vibrant campuses that are safe, accessible, and environmentally friendly and where equipment in classrooms, workshops and other teaching spaces is closely aligned with and informed by the needs of employers.

Our greater ambition goes beyond buildings and industry standard facilities toward a College estate that is firmly rooted in the communities it serves and that contributes to local prosperity and a sense of place.



### To achieve this goal, we will:

- develop and deliver the College's Estates Master Plan, establishing and implementing a clear vision and purpose for each campus.
- invest in learning resources and facilities to create innovative, modern environments, that reflect the best industry workplaces and practices.
- secure co-investment and sponsorship of workshops and equipment from employers and other strategic partners.
- ensure our buildings are equipped to meet and address the threat of climate change, by being energy efficient and meeting waste and carbon standards throughout their lifetimes. This is underpinned by the College's Environmental and Sustainability Strategy and ambition to become net zero by 2040.







## Employer of Choice

*Attracting and retaining skilled staff through reputation, recognition, and a strong sense of community.*

We will ensure that the College is recognised as a great place to work and will recruit and retain the very best academic and support staff, investing in their development to grow the teachers and leaders of tomorrow.

### To achieve this goal, we will:

- continue to deliver our culture change programme, motivating and engaging staff to ensure an unrelenting focus on student experience.
- complete the College rebranding process to align our community under

**a single shared vision and strengthen our position as a leading provider of education and skills training.**

- ensure our governors and senior leaders operate with a high level of visibility and engagement, actively listening and learning from our community's diverse voices and perspectives.
- deliver an approach to organisational development that nurtures talent, encourages professional curiosity, cultivates ambition, and recognises individual successes and achievements.





## Anchor Institution

*Building upon our role as an anchor institution in Knowsley and St Helens and contributing to the leadership of education and skills ecosystems.*

We recognise that the College has a much wider role in contributing to local productivity, prosperity and a sense of place. Through its activities, the College also helps to improve life outcomes and reduce inequality.

We will work with local authorities and key stakeholders with a shared sense of accountability and common purpose to contribute to system leadership, understanding that we can add much more value if we work together to pool our resources and expertise.

### To achieve this goal, we will:

- contribute fully to the development and delivery of the strategies and post-pandemic recovery plans of local authorities, the Combined Authority, and other partners.
- continue to work with stakeholders to be the first-choice provider to meet the learning and skills needs of key local initiatives and inward investment opportunities.
- further develop our partnerships with the voluntary and community sector to better understand and overcome barriers to learning and employment and to champion and support underrepresented groups.
- work with our partners to share intelligence and facilitate a smooth transition between educational phases.





# Our Values

Developed in consultation with our teams, our values define who we are, how we engage with our students, stakeholders and each other and they guide us in the work that we do.

## Ambition

*We are committed to raising aspirations and expectations, motivating each other to achieve our full potential.*

## Excellence

*We commit to being the very best in everything we do and encourage our teams, students and stakeholders to do the same.*

## Collaboration

*We work together as one team, valuing our different perspectives and consulting with colleagues to achieve our goals.*

## Innovation

*We actively search for novel ideas, leading technologies and the most effective ways of working that benefit our students, teams and employers.*

## Respect

*We treat people the way we would expect to be treated, championing difference and diversity and embracing and valuing everyone's right to have an opinion.*

## Trust

*We believe in each other, trusting our teams to work with autonomy and integrity.*

## Care

*We are kind and empathetic to everyone we encounter.*



St Helens College

