



BE
EXCEPTIONAL



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We realise that the position of Exeter College within the educational landscape of the city of Exeter places great responsibility upon those who oversee, lead or work at the college. I very much hope, therefore, that students, schools, employers, partners, stakeholders and staff will all see their priorities identified and brought to life in our Strategic Plan for the next five years.

John Laramy, Principal & Chief Executive



OUR VISION, MISSION & VALUES



VISION

To be an exceptional college.

MISSION

To shape the future of education by delivering excellence in all aspects of our work, in order to realise the ambitions of our learners, city and region.

STRIVING FOR EXCELLENCE

We expect excellence in all dimensions of the college and always believe we can improve.

CREATIVE AND AMBITIOUS

We don't stand still; we actively seize and create new opportunities. We are imaginative, innovative and aspirational.

STUDENT CENTRED

We are focused on delivering exceptional teaching, learning and training. We listen and respond to feedback and place the student at the heart of our college.

OUR VALUES

TRUST AND INTEGRITY

We believe in honest and transparent communication. Trust and integrity is at the core of all that we do.

DEVELOPING OUR PEOPLE

- We know every person in the organisation
- makes a difference to the student experience.
- We value professional development and nurture
- an environment in which every employee can
- make a positive contribution.

COLLABORATIVE AND INCLUSIVE

We forge links with the community locally, nationally and internationally to grow our partnerships and respond to the needs of our stakeholders. We develop our curriculum to meet the needs of all our learners.

OUR STRATEGIC PRIORITIES



QUALITY

We prioritise high quality teaching, learning and training across the college. Over the period of this plan we aim to continually improve and develop the student experience so that within the next five years we are described as exceptional by students across all dimensions of the organisation.



PLACE

We value the important role we play in Exeter and Devon and the sustained partnerships we have been fortunate to develop within the city and wider region. Our continued success and growth is based on these strong partnerships and our delivery will continue to focus on the needs of the south west.



COMMUNITY

We are proud to be part of the local community we serve. Through the specific aims of this plan we intend to strengthen our relationships with schools, deepen our relationships with employers and work in partnership with stakeholders to ensure that Exeter College remains central to the communities it serves.



ECONOMY

We aim to have a positive and demonstrable impact on the economy of the heart of the south west and through Apprenticeship training in the wider region. To do this the college intends to work in partnership with its key stakeholders and partners to ensure its curriculum forms part of a coherent offer that supports ambition, improves productivity and helps drive the economy of the south west region.



GROWTH

We aim to grow over the period of this plan so that we remain both a financially strong and progressive organisation. We plan to grow organically but will test all growth opportunities against our vision and the impact on our core business.



FINANCE

We will continue to have financial integrity and balance affordable investment with prudent financial management. We will continue to diversify our income streams to ensure our sustainability and become a more commercially focused organisation.



ABOUT US

Our vision is for Exeter College to be an exceptional college.

To achieve our vision we are seeking to build on our outstanding success, history and upward trajectory by recognising that we cannot afford to stand still. Our college was established 45 years ago as the first tertiary college in the UK. Today we are a highly successful, thriving, and dynamic multi-site college. We offer a very wide range of academic and vocational programmes to young people and adults across the Devon and Exeter community. Our turnover has increased to £38million over the last three years, at a time when further education budgets have been falling. We employ 1,022 people, 693 as a full time equivalent and our financial health is currently rated as Good.

We have a passion for teaching, learning and the student experience. In 2014, Ofsted rated us as an Outstanding college. In the same year we won the coveted title of BTEC College of the Year.

In 2016, we won a Times Educational Supplement Award for our Apprenticeship provision and published performance data placed us as the highest performing college in the south west and ninth position nationally for the quality of our Apprenticeship offer.

The journey since 2000...



2005

CCI Queen Street
(Art and Design, Media
and Performing Arts),
opened



2006

Hele Building (Health,
Care and Public Services)
redevelopment



2008

Laurence Building
(Hospitality, Hair
and Beauty) opened

Ofsted Good Inspection



2012

Technology Centre
(Engineering, Automotive
and Aerospace)
opened



2013

Haven Banks
Outdoor Education
Centre opened



2014

Ofsted
Outstanding status
achieved



2015

New Sports Hall,
Maths and Science
Centre opened



2016

TES
Apprenticeship
Programme
of the Year

Our college is organised into a number of faculties delivering learning in specialist areas:

- Maths and Science
- English, Languages and the International Baccalaureate
- Humanities
- Art and Design
- Media and Performing Arts
- Sport, Leisure and Tourism
- Health, Care and Public Services
- Construction and the Built Environment
- Engineering, Aerospace and Automotive
- Hospitality, Hair and Beauty
- Business, IT and Aplus Training
- Skills, Support and Adult Learning
- Foundation Studies

We had more than 5,400 full time 16-18 students and over 1,500 Apprentices enrolled at our college in 2015-16.

We also have around 4,000 adult learners who take part in evening classes, community learning, professional training in the workplace, English for speakers of other languages, and skills for life such as numeracy and literacy.

We have a successful university level offer and more than 500 learners are currently studying a university level course with us.

We have embraced the government drive to give young people and adults better English and maths skills, so significant numbers of our students study Functional Skills, GCSE English and GCSE maths.

We serve as the main sixth form option for learners at secondary schools in Exeter, with 40% of our full time students coming from within the city. Meanwhile, 60% of our students travel to us daily from all parts of Devon, including Plymouth and Torbay, as well as from west Dorset, south Somerset and north east Cornwall. Journeys for some of our individual students can take up to 90 minutes each way. Exeter has well connected transport links across the county and further afield in the south west. We work closely with transport providers and Devon County Council to provide the most cost effective and time efficient methods for both our students and staff to attend the college.

OUR NEW STRATEGY



In early 2016 the Exeter College Board of Governors agreed to start work on a new strategic plan. The leadership team were tasked with producing a plan that considered the changing strategic context facing the college over the next five years. This has been completed after a five year period where the college has grown substantially in terms of student population against national benchmarks, in a city that continues to see above average economic growth compared to the national picture.

The plan is set in an environment where the sector is going through significant curriculum change and increased financial scrutiny. In addition, national Apprenticeship reform and the devolution agenda are being discussed, including the allocation of adult (19+) funding at a more local level. The plan will also set a framework for the new college Senior Leadership Team and Principal to operate within and be judged against.

Given the ever-changing landscape, the college will need to remain agile within the framework of the plan, continually looking to grasp opportunities that arise and continue to develop our reputation for excellence, both regionally and nationally. Key to the success of the college has been the strong partnerships formed with employers, educational establishments and local authorities and further links, especially with industry and commercial partners, and they are a focus for the new plan.

Our new Strategic Plan sets out our vision to be an exceptional college and, in doing so, highlights a number of headline priorities for our future. These are based on our key dimensions, underpinned by our people, as well as our resources and business operations.

In developing our new Strategic Plan we have actively sought the feedback of staff and learners. We were delighted to receive over 400 responses to a staff survey and have the opportunity to involve our learners through a student workshop.

Our plan also seeks to present the aspirations of the Governing Body and the College Leadership Team, who have been consulted, during the process of producing the strategy, on driving the organisation through its next phase of development.

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This Strategic Plan is all about our values, priorities, actions and aspirations for the next five years in the life of the college. We operate with exceptional students, staff and partners, serving an exceptional city and region and this plan charts how we will build on our outstanding foundations to become an exceptional college in everything we do.

Philip Bostock OBE
Chair of the Board of Governors
Exeter College

Exeter College
Board of Governors



THE CITY OF EXETER

Exeter is a 2000-year-old city which combines a wealth of historic character, heritage and attractions with all the attributes of an economically dynamic, vibrant and rapidly growing regional centre. Its population of 125,000 belies Exeter's huge significance and influence as the primary employment, retail and education centre south of Bristol. Its immediate catchment population is at least 300,000 and for many functions the city's catchment extends to around two million people.

The catchment for Exeter College's full time student population (extending across the whole of Devon and into parts of Cornwall, Somerset and Dorset) illustrates the strength of the city's pull and the attractiveness of what it offers. For over a decade, Exeter has been one of the country's fastest growing centres of employment, with substantial housing growth taking place to match this. The rapidly developing new town of Cranbrook lies just five miles to the east of the city centre, with a planned population of 20,000.

In January 2016 the local unemployment statistics ranked the rate of unemployment in Exeter as the lowest since records began. However, the wider region does have challenges with some areas of north Devon having the lowest average wages in England. The Local Enterprise Partnership economic area (Somerset, Devon, Plymouth and Torbay) ranks as 29th out of 39 for productivity and 38th out of 39 for innovation.

The rapid growth of Exeter's economy is increasingly focused on science and knowledge based employment. One of the initial catalysts for this was the relocation of the Met Office to the city in 2003. A major international Science Park is now open close to the M5 motorway – the outcome of years of committed partnership working involving the University of Exeter, the Met Office, business partners, the local authorities and other partners. One of the early occupants of the Exeter Science Park is the brand new £100million Met Office Supercomputer facility. This will be one of the most

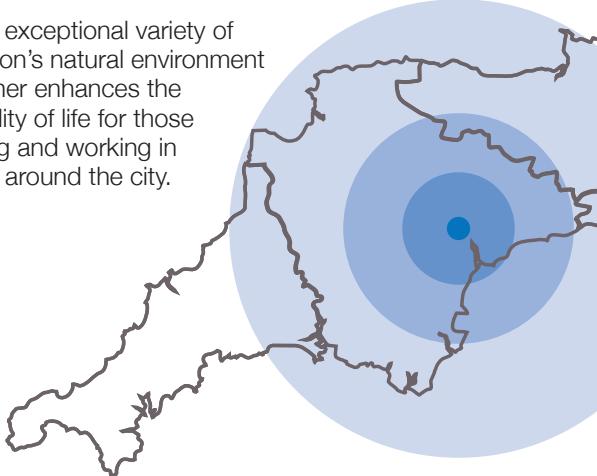
powerful computers in the world and will represent a huge asset for environmental science focused research and business development in the region. In addition, the college continues to work collaboratively with city wide partners on exciting initiatives, such as Exeter City Futures and Innovation Exeter.

Like the college, the University of Exeter, a world-ranked top 100 university and top 10 Russell Group university, has made significant investment over the last decade and is a critical player in the knowledge based expansion of the city's economy.

Exeter's cultural attractions and sporting facilities are many and varied. Exeter is the home of the Premiership Rugby side Exeter Chiefs and was a host city for the 2015 Rugby World Cup. Meanwhile, the city is a vibrant retail centre, with recent highlights including the opening of John Lewis in 2012 and significant investment in The Guildhall. There are also exciting plans to redevelop the city's bus station.

The Royal Albert Memorial Museum and Exeter Cathedral both sit at the heart of the city and attract large numbers of visitors to Exeter each year. Exeter also has a diverse cultural, performance and arts scene.

The exceptional variety of Devon's natural environment further enhances the quality of life for those living and working in and around the city.



OUR PARTNERSHIPS

We pride ourselves on our partnership working within the city and wider region. We have extensive and meaningful links with business, industry and the community, always with a focus on establishing partnerships which benefit our learners, the community and the partner. We have developed longstanding partnerships over recent years in delivering skills development and driving economic growth for the city and wider region. Some of our key partners include:

- Exeter Chamber of Commerce and Industry
- Exeter Chiefs
- Exeter City Council
- Exeter City Football Club
- Devon County Council
- Flybe/Exeter Airport
- Heart of the South West Local Enterprise Partnership
- The Met Office
- University of Exeter

Exciting opportunities continue to develop with these partnerships based on trust and transparent relationships, as well as a track record of successful project delivery.





We also know that the south west is dominated by small and medium sized businesses and our continued work with such partners, directly or via chambers of commerce, business councils and umbrella training organisations, are key to our success and the economic growth of the region.

We continue to develop our educational partnerships with the University of Exeter. We have worked closely with the university on a number of initiatives such as the new Exeter Mathematics School and the Ted Wragg Multi-Academy Trust, sponsors of several city schools - including Cranbrook's new school.

We have a significant university level programme for a further education college and we offer more than 25 courses, meeting the needs of learners, partners and employers.

Our university level offer is built on strong partnerships with university partners including the University of Exeter, Plymouth University, Kingston University London, University of St Mark & St John. We are also a BTEC approved centre.

We work closely with secondary schools within Exeter and the wider region. We are very proud of these relationships and we have senior leadership members on school governing bodies to maintain these strong links.

A new Progression Partnership is evolving from Exeter 4 Learning between us and secondary schools with three main aims: to engender ambition within young people; to support the progression of young people so that they reach their maximum potential; to support improved outcomes for young people.

Addressing the skills gaps identified both currently and into the future throughout the south west will be a key driver for us as a college over the period of the plan. We will continue to work closely with the University of Exeter, and city wide partners, to formulate a skills escalator to provide a route for our young people from school through to university as part of the Innovation Exeter agenda. We will be opening an extension to our Technology Centre in 2017, training engineers to support the skills requirements identified through the Hinkley Point Training Agency (HPTA) across the Heart of the South West LEP area.

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Exeter College has an excellent grasp of the strategic challenges facing the city and sub-region and has consistently demonstrated a culture of working in partnership to enhance Exeter's role as the regional capital. We are rightfully proud of this very special city institution that has a growing reputation for educational excellence.

Karime Hassan, Chief Executive & Growth Director, Exeter City Council



OUR OPPORTUNITIES



NATIONAL CONTEXT

Curriculum Change

Curriculum change is becoming more of a constant, rather than a periodic activity. Currently, the majority of our areas of operation are going through change. The three headline changes are as follows:

- A Level provision becoming linear over a three year period;
- Vocational provision is moving towards a model of external testing and is the subject of a review to clarify vocational pathways to a career;
- Apprenticeship frameworks are being replaced by standards and ongoing assessment is going to be replaced by end graded assessment. Alongside this the government is introducing an employer levy and making the funding for Apprenticeships fully employer led.



Measurement Changes

Alongside significant curriculum reforms there are major changes to the way in which colleges are measured and assessed. There are five new measures which form part of a reshaping of the Department for Education performance tables; these are published each year and there is an increased focus on individual student progress and performance in maths and English.

The new Ofsted Common Inspection Framework puts a greater emphasis on student progression and student progress. In addition there is a clear focus on the development of the whole person; this is positive news for Exeter College as the development of the whole student has been, and continues to be, a strength of the college as a result of the tutorial provision.

Adult education and higher education is increasingly focused on the destination post college course and the economic impact of the programme being studied. This focus will mean that the college will need to become more effective at tracking actual destinations, up to six months after a course has finished.

Funding

The period of austerity continues for colleges and the public sector in general. Funding is now stable but static for the duration of this parliament.

There is an increasing drive towards student choice, self-funding and employer choice. This means that both Apprentices and adult students will predominately be funded at college via a loan, employer voucher or by themselves. This means that the customer experience is paramount and colleges need to ensure that all systems and processes are simple and effective to provide an exceptional commercial offer.

The funding environment creates both challenges and opportunities.

Sector Change

Once in a generation changes now seem to come along on a very regular basis, so the conclusion one draws is that change is now a constant. The most critical consideration is the calibre of leaders and governors to embrace, plan for and demonstrate agility in responding to change.

In late 2016 and early 2017 Exeter College was part of an area review, covering post 16 providers in Cornwall, Somerset and Devon. Exeter College worked to ensure the students and community of Exeter and Devon have had their voice heard. The review concentrated on financial viability and the college entered the review confident of its own position and performance. There may be opportunities as well as challenges resulting from the review and the college continues to explore all options that are put forward.

New ways of working and new organisational structures continue to emerge within the post 16 sector. Exeter College will continue to test these against our core values, our college's ambition, the needs of our community and our vision for the future.

Demography

Nationally during the first three years of this plan 16-18 numbers fall rapidly; from 2019 numbers start to rise again. The Exeter area matches this national demographic pattern, but population growth, new secondary schools and the new town at Cranbrook do mitigate the demographic dip. The college aims to grow by increasing market share, sustaining outstanding student outcomes, maintaining a broad curriculum offer and working in partnership with local schools.



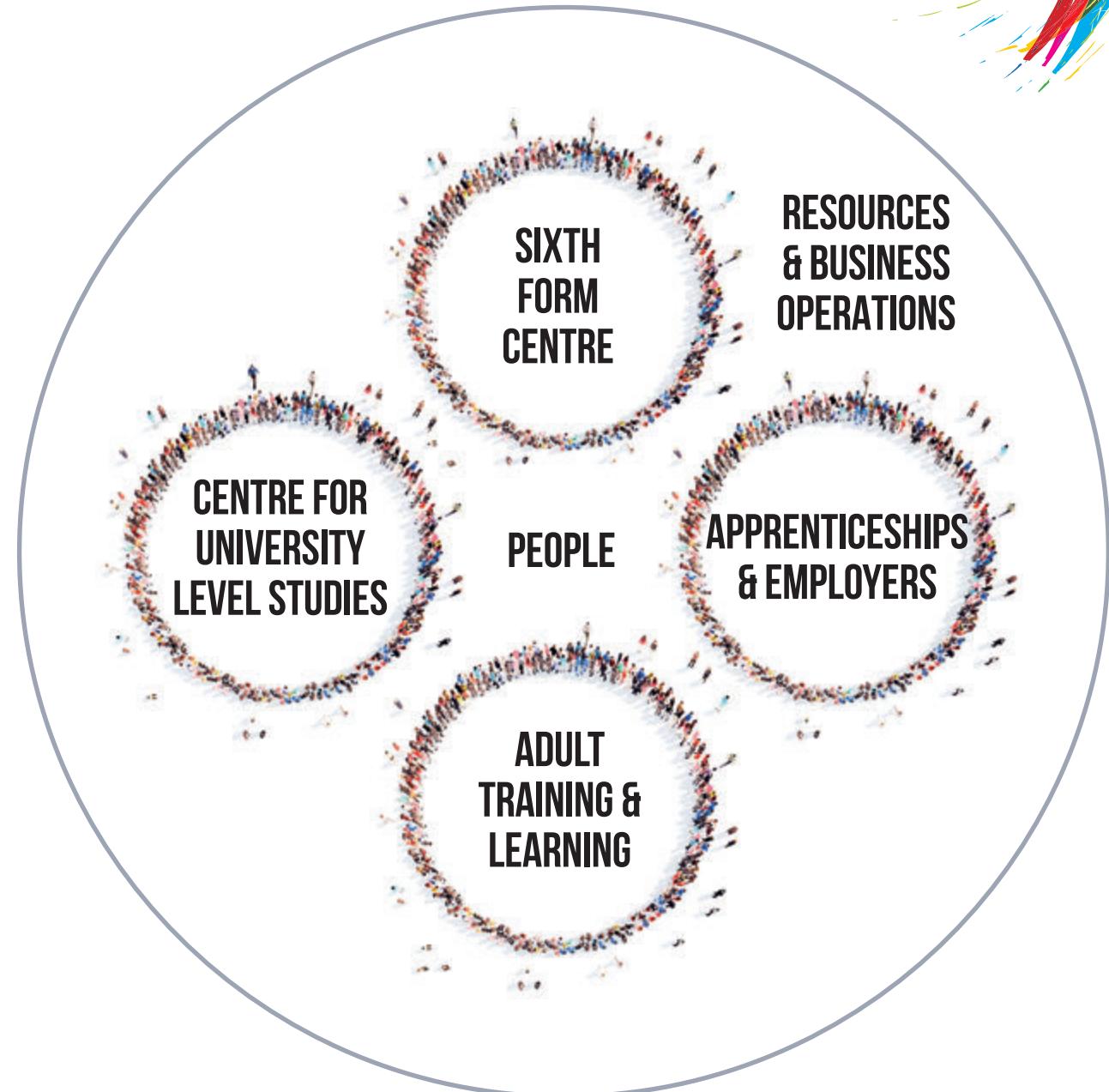
OUR DIMENSIONS

Our five year college strategy has been split into four clear dimensions representing key areas of the college. Within our plan there is a separate section setting the context behind each dimension as well as the key aim, objective(s) and success measures, against which we will continually assess our progress.

At the heart of the success of our college are our staff. We believe that putting recognition and opportunities for development in place for our staff is key for us to be able to achieve the aims we have set out. We have included 'People' as a separate strand as a result.

We recognise that achievement against our Strategic Plan is also dependant on the availability of resources and the agility of business processes to move towards a more commercial approach. We have therefore included 'Resources and Business Operations' as another key part in achieving our vision.

Our Strategic Plan will help to inform our 20 year property master plan launched in 2017.





SIXTH FORM CENTRE

Our Sixth Form Centre serves both the city centre and the wider region, with many learners from the five secondary schools electing the college for their post 16 studies and increasing numbers of learners travelling from rural communities to access the programmes and facilities available at the college. The Centre is comprised of a diverse curriculum offer, including AS/A Levels, BTECs, the International Baccalaureate, Foundation maths and English and Foundation Learning. The Centre is largely city-centre based with students located across the Centre for Creative Industries, Victoria House, the Maths and Science Building and our Hele Road site.

The core curriculum offer is complemented by a rigorous and supportive tutorial programme and all learners are assigned a pastoral tutor to ensure their holistic development and care. The tutorial programme is underpinned by a broad cross-college enrichment offer ranging from sports, creative and skills based opportunities to enhance the learner's programme of study and personal wellbeing. The recent introduction of Exeter College Volunteering (ECV) also seeks to address the increasing need for placements and work experience opportunities for post 16 learners.

The Centre is further enhanced by a range of academies including the Journalism Academy, Sports Academy and the Reach Academy. Reach offers a small number of places each academic year to a range of gifted and talented learners to extend

their studies beyond the core curriculum. Learners are provided with a range of visiting speakers, residential opportunities and guidance on Oxbridge, Medicine and Veterinary Science university application processes.

We are committed to ensuring the curriculum enables all learners to access a broad range of progression and employability opportunities. Embedded within the tutorial programme and supported by the Progression and Employability team, all learners access support for CV writing, UCAS applications, working abroad, gap year opportunities and employer advice and guidance.

We have continued to respond to curriculum change. The estate is constantly evolving to support this focus. Developments are taking place, including the opening of a lecture theatre in the Tower Building at Hele Road, to ensure learners are equipped with the skills required for higher education.

Post 16 education has been subject to rapid curriculum change including the introduction of linear A Levels, amendments to BTEC assessment and grading of GCSE maths and English. Despite this, the college has remained agile and inventive, ensuring the curriculum offer not only responds to these changes, but meets the needs of our learners and the local, regional and national communities.

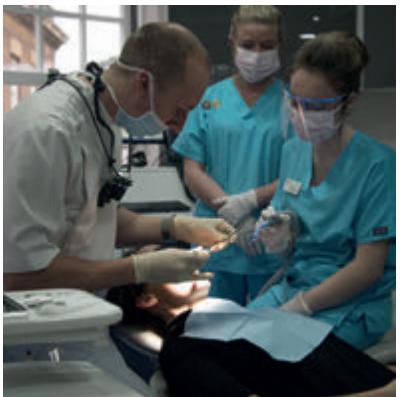
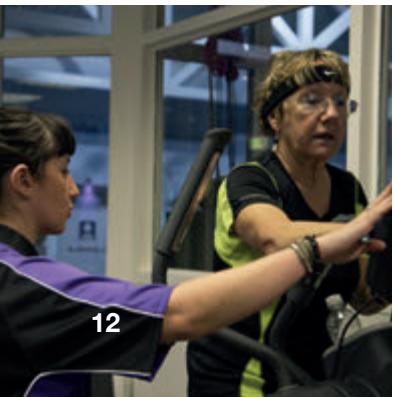
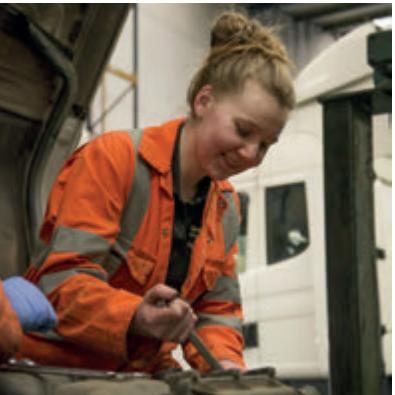
SIXTH FORM CENTRE



AIM

To provide exceptional experiences and world-class education that inspires learners to pursue their dreams.

OBJECTIVES	WHAT WOULD SUCCESS LOOK LIKE?	STRATEGIC PRIORITY
To enable all learners to make exceptional progress	Minimum value-added score of 4 or above for AS/A Level provision and vocational learners	
To deliver excellent teaching, learning and assessment, leading to nationally outstanding outcomes	All outcomes remain at or above sixth form college averages	
To support learners to achieve their aspirations both at college and beyond	Increased presence of Exeter College alumni to generate aspiration Destination data reflects aspirational progression and employability for all learners	
To ensure all learners enjoy a positive and individualised educational experience which provides holistic personal development	High levels of learner satisfaction across the SPQs – 95%+ learners rate teaching and learning as good or outstanding Active learner voice representation across all programmes resulting in clear outcomes	
To work closely with schools and business partners to ensure our provision is agile and responsive	Increased visibility in local schools Increased partnerships with local employers across all programmes for Level 3 learning	
To ensure all learners attain minimum requirements of maths and English and that all programmes provide the opportunity for English and maths enhancement	Schemes of work, lesson plans and lesson observations include highly effective links to maths and English At least 50% of learners attain A* to C in their GCSE maths and English qualifications	



APPRENTICESHIPS & EMPLOYERS

The proportions of the city of Exeter, the diversity of its businesses, and its transport links with the wider region, all create the perfect place for partnership working between the college and employers. It remains a fundamental aim that the college is at the centre of initiatives to drive economic growth in Exeter, Devon and the wider LEP area, by delivering the skills agenda to meet local economic priorities and employer needs.

We remain committed to providing employment opportunities for all those studying with us. Apprenticeships have been one of the routes that allow access to these opportunities for those leaving school, college or looking for a change in career direction. In 2015 we recruited over 700 Apprentices on behalf of the business community and that figure is set to rise through the period of the plan. We have a strong tradition of high quality Apprenticeship provision in our region, with our statistics regularly topping regional tables in terms of success.

The introduction of the three million target of new Apprentices by 2020 by the government, as well as the more recent Apprenticeship Levy, means that there will be an even greater focus on the college working with employers to meet their Apprenticeship needs. This will be particularly important for public sector organisations who have been targeted to employ over 2.3% of their staff in Apprenticeship roles. This will significantly increase the number of opportunities within the public sector for young people.

As funding agency income declines in the sector, it is imperative that Exeter College explores further commercial opportunities to continue its development and diversify its income streams. Although commercial income generation has increased in recent years, it is envisaged that further income can be derived by working with employers across the region in delivering full cost courses. In addition, there are commercial opportunities around courses at Haven Banks, the availability of our ever increasing sporting facilities for commercial hire and partnerships with organisations such as Exeter Chiefs, Flybe, the Met Office and the University of Exeter.

Further afield, the college continues to develop our international offer, working with partners to make Exeter a location of choice for prospective overseas students.

To achieve our goals, it is imperative that internal processes provide the agility in order to respond to individual customer and employer requirements, as well as responding to new opportunities.



APPRENTICESHIPS & EMPLOYERS



AIM

To provide tangible benefits for employers and learners across the region, by continuing to shape exceptional skills development and partnerships, to support economic growth and prosperity.

OBJECTIVES	WHAT WOULD SUCCESS LOOK LIKE?	STRATEGIC PRIORITY
To be the Apprenticeship provider of choice in Devon and the south west	Successful delivery of employer needs throughout the period of the levy implementation transition period and beyond	
To grow Apprenticeship delivery to meet regional economic targets and local employer skills gaps	Total Apprenticeship income is £5million per annum by 2020	
To achieve continued national recognition for the quality of Apprenticeship provision	National awards for delivery of Apprenticeships achieved during period of the plan	
To ensure every learner has access to exceptional teaching and learning resources	Increased and wider success in national and world skills competitions	
To maintain consistently high quality Apprenticeships across an increasing breadth of provision	Recognised as a leading south west provider of quality standards in Apprenticeship delivery and outcomes	
To continually review our commercial offer so that all processes and curriculums are streamlined to enable exceptional employer partnerships	Employer satisfaction across all our regional partnerships Continued growth in self-financing course income (10% per annum) and doubling of commercial facility hire by 2020 Agile inward and outward facing processes in place to support employer, student and staff needs	

CENTRE FOR UNIVERSITY LEVEL STUDIES



There is a growing consensus amongst employers and education service providers of the need to further develop higher level knowledge, skills and attributes within the workforce. This development is deemed necessary to fill identified gaps in capacity and competency and to contribute to enhancing the economy and raising productivity at local, regional and national level.

University level technical and professional education, particularly at Levels 4 and 5 in the National Qualifications Framework, has been highlighted as providing the means by which to address these gaps. College based provision, with its record of successfully integrating professional development and academic learning, as well as providing innovative and flexible local solutions to training and education needs, has been identified as having a key part to play.

Improving productivity and developing the economy are not, however, the sole drivers of developments in university level education. There is a renewed focus on the role of such provision in raising personal as well as professional aspirations and in enhancing social mobility and wellbeing within local communities and regional areas. Raising awareness and aspiration and facilitating access are, therefore, critical.

Delivering excellence in teaching and learning, an enhanced student experience and ensuring success and progression

to graduate level employment or further study are also priorities in an increasingly market and consumer focused university level sector. College based providers are again well placed to respond to both the widening participation agenda and teaching excellence, these aspects having been central tenets of their work for many years.

University level education is already a key aspect of the college's wide ranging curriculum with over 500 part and full time students participating in higher level academic study linked to professional and technical skills sectors. This provides a £3million income stream each year. Currently over 25 university level programmes, including BA (Ord), BSc (Hons) Foundation Degrees, Higher National Diplomas and Higher National Certificates are offered through successful and long-standing partnerships with local employers, universities and awarding bodies.

We intend to make university level education a core dimension of its future provision and to work with new and existing partners to grow the opportunities for individuals and employees to realise their ambitions through locally based university level education. In doing so it will aim to be responsive to the needs and aspirations of its local community and economy, continue to pursue excellence in higher level teaching and learning, and deliver an enhanced student experience.

CENTRE FOR UNIVERSITY LEVEL STUDIES



AIM

To be an exceptional and thriving university centre through partnerships that inspire.

OBJECTIVES	WHAT WOULD SUCCESS LOOK LIKE?	STRATEGIC PRIORITY
To create a distinct university identity, environment and ethos	Dedicated and clearly identifiable University Centre which includes facilities which complement and enhance teaching and learning within the faculties Students have study and pastoral spaces which enhance the overall quality of their experience	
To provide a curriculum which is aligned with the knowledge and skills required by the community and employers	At least 95% progression to graduate level employment or further study from university programmes by 2020-21	
To create a range of professional and technical routes to inspire internal progression	Progression from Access to HE and other Level 3 programmes is doubled from the 2015-16 baseline	
To deliver an exceptional and unique student experience	Overall student satisfaction, as expressed through internal and external surveys, to be at least 90%	
To facilitate social mobility by raising aspirations and maximising access	To increase participation in university level study by identified priority groups, in accordance with targets and milestones in the college's Access Agreement	
To ensure enhancement and investment through growth	To double the overall number of full and part time students participating in university level study from the 2015-16 baseline	

ADULT TRAINING & LEARNING



Exeter is both the capital of Devon and a regional centre of population and a hub for employment and training.

Whilst there continues to be particularly high levels of employment in the city and surrounding area, there remain pockets of disadvantage and a small minority who are some distance from either employment or being able to enter or play a positive role in wider society. Many of those in work are seeking to enhance their development opportunities through the acquisition of additional qualifications. There are also a significant number of people seeking to improve their quality of life through learning. Our college is focused on providing learning for each of the adult cohorts, seeking to provide relevant, and sometimes life changing opportunities.

The government continues to reduce the value of funding for adult learning. This means that learners will, over time, need to move towards making a greater contribution to the cost of their courses, be that through fees, career loans, advanced learning loans, or some other means. For some, this will create a barrier to engagement in learning but for others, the availability of advanced learning loans presents an opportunity. Employers wishing to sponsor employees will also pay greater contributions to costs. Changes to funding will influence the fees payable for non-qualification based learning and will drive the college to make economies in some areas.

We have been and continue to be an active partner in city wide provision. Key partnerships with Exeter Council for Voluntary Service, (ECSV), and other significant charitable groups provide a co-ordinated approach to the provision of funded learning in the city.

We believe in learning throughout life. It presents opportunities for personal and career growth and sits alongside the city's ambition to be the fittest in the country, with the wellbeing that engagement in learning can provide. Learning can also provide the workforce that the local economy needs, with all the benefits prosperity can bring.



ADULT TRAINING & LEARNING



AIM

To deliver exceptional adult training and learning opportunities for our community.

OBJECTIVES	WHAT WOULD SUCCESS LOOK LIKE?	STRATEGIC PRIORITY
To respond to and meet the needs of the community and support local employers through the delivery of exceptional training and learning	A flexible and inspiring adult learning offer with high levels of learner recruitment Endorsement of programmes through local employers	
To offer a vibrant and flourishing programme of opportunities for personal and professional development	Annual revisions to the adult learning guide reflect consumer needs Enrolments of at least double figures on all courses indicate consumer demand	
To establish innovative models of learning which reflect individual lifestyles and preferences	Programmes of study include opportunities for distance learning and web-based approaches	
To provide an exceptional adult learner journey and individual experience	Learner feedback indicates 90%+ levels of satisfaction	



RESOURCES & BUSINESS OPERATIONS

We operate from four main city centre sites (Hele Road, Maths and Science Centre, Centre for Creative Industries/Victoria House and the Centre for Music and Performance), and two specialist centres on the edge of the city (Falcon House Construction Centre in Sowton and the Technology Centre in Monkerton). There are also small Not in Education, Employment or Training (NEET) and engagement centres at Exmouth and in the Guildhall Shopping Centre, in the heart of Exeter. In addition the college operates Air Cabin Crew and Aerospace Engineering programmes from the Flybe Training Centre at Exeter Airport. Aplus Training, an accountancy training arm of the Business and IT faculty, operates out of two city centre sites in Exeter and a recently relocated leased premises within Plymouth.

A long-term partnership with Devon County Council has led to the college operating and running the £5.6million Outdoor Education Centre at Haven Banks in Exeter, introducing a new curriculum and a revised commercial offer for the centre. At the start of 2016 Haven Banks won the national Beacon Award for Innovation in Further Education.

In October 2014, we opened, in partnership with Exeter City Council, the Exwick Sports Hub, which provides practical outside learning space alongside classrooms, within walking distance of Exeter city centre. We have recently secured planning permission to build on this partnership and further

develop the hub with the construction of a floodlit full size artificial pitch to serve both college and community demand. In June 2015 the college completed the construction of a new Sports Hall at our Queen Street site. The Sports Hall provides outstanding sports facilities and addresses a long standing weakness in indoor sports provision.

A new £8.2million Maths and Science Centre was opened in November 2015 and provides outstanding, cutting edge accommodation for maths, science and computing.

We aim to meet the highest environmental standards with our new buildings. The quality of the college's estate is largely very good after significant investment over the last 10 years. However, the 1970's Tower Block provision and associated buildings on the Hele Road site no longer meet the ambition of the governors, the college or the community. This will form the centrepiece of the 20 year property master plan that runs alongside this Strategic Plan.

Financially, we continue to maintain good financial health as classified by the SFA, during a period of funding challenges for the sector and a reduced demography in 16-18 year olds. The college has posted operating surpluses for the last three years, which has provided a basis to invest in facilities and resources to support and enhance the student experience.

RESOURCES & BUSINESS OPERATIONS



AIM

An exceptional learning environment, through the provision of industry standard facilities to meet the regional skills requirements and individual student aspirations.

OBJECTIVES	WHAT WOULD SUCCESS LOOK LIKE?	STRATEGIC PRIORITY
To have buildings and an environment that inspires staff and students in the delivery of exceptional teaching and learning	Delivery of property masterplan aligned to curriculum and employment needs	
To ensure the estate provides a basis for 21st century learning and technology innovation	Planned investment in buildings and resources support the objectives of the ICT strategy	
To provide a sustainable basis for future-proofing and investment for growth	Plan and deliver a 1% of income operating surplus annually	
To grow and diversify income streams for the college group	To achieve a £40million annual turnover organically through the lifetime of the plan	
To maintain a balance between financial viability and exceptional quality for the student experience	Financial health (as categorised by the The Skills Funding Agency (SFA)) of good or outstanding annually	
To provide opportunities for all students across Devon and the south west to access the college	A cost effective and accessible student transport scheme, operated with partner organisations	
To have a college structure and resource base which allows us to respond to opportunities	Agile structure in place that can flex to meet partnership and commercial opportunities	



PEOPLE

We have an employee population of around 1,000. They are supported by a high performing, integrated and customer focused People Department. The department operates a business partner model which ensures that faculty and department managers have a designated human resources (HR) contact for their area to ensure the provision of bespoke, targeted and proactive HR support. In addition, the team provides full HR and recruitment services to the Exeter Mathematics School and HR consultancy support to the Ted Wragg Trust.

The People Department maintain a key role across the college within the area of staff development. Responsibilities include the Lead Programme, a one year leadership development programme to support talented and ambitious staff to develop their leadership skills and improve their chances of progression within the college. The team oversees the external staff development fund (booking and paying for courses, arranging travel and accommodation and liaising with faculties and individuals). The department also co-ordinates the delivery of the programme of leadership development master classes, designed to enhance the existing knowledge and skills of faculty as well as department group members.

We are committed to developing a high performance workplace where motivated, flexible and engaged individuals and teams achieve truly exceptional, sustained results.

We put people at the heart of the organisation and the role of leadership is to create the context in which people can thrive. We adopt a coaching style of leadership that is a progressive, powerful approach to driving performance.

We maintain clear and open communication with staff and are constantly looking at providing effective and efficient systems that support people to succeed.



PEOPLE



AIM

We will be an exceptional employer that recruits, develops and inspires exceptional people.

OBJECTIVES	WHAT WOULD SUCCESS LOOK LIKE?	STRATEGIC PRIORITY
To ensure a progressive culture by investing in staff	Continued investment in staff development across the five year period, including external continuing professional development	
Celebrate and recognise that people are at the heart of our success	To be a Sunday Times Best Not-for-Profit Top 50 Employer	
To use empowerment and trust to deliver strength and success	Student success rates are sector leading, Ofsted rating remains outstanding and the college is financially robust	
To create a high performance workplace for staff to thrive	Continual efficiency review with annual targets met	
Ensure we listen and respond to our people	Continual development of health and wellbeing strategy. Progress monitored via the Staff Voice forum	
Staff actions and behaviours reflect the college culture and values	College values evaluated and discussed as part of recruitment and appraisal processes	

Thank you for taking the time to read our Strategic Plan. We look forward to working with you to make this plan a reality.



STRATEGIC PLAN
2016 – 2020

