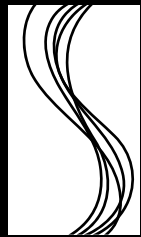


STRATEGIC VISION

CURRICULUM 2030
2025-2030



Suffolk
New
College

January 2025

FOREWORD BY TERRY BAXTER

I am very pleased to introduce Suffolk New College's Strategic Vision for 2025 – 2030.

In an ever-changing world, be it politically, economically or societally, the college has continued to remain fleet of foot and ready to face whatever challenge comes its way – always with the needs of the young people that we serve at the forefront of our thinking.

Our most amazing staff, management and executive leadership have navigated the challenges admirably and in line with the plan agreed by the Board of Corporation.

Now we have a new strategic 'Vision' to work to, a 'Vision' that has been formed after extensive research, discussion and debate from within the college and, perhaps more importantly, from our friends, advisors and partners beyond the college boundaries. As a result of our consultation, our 'Vision' focuses on Learner Success, Stakeholders, Sustainability, Technology, Growth & Diversification and Meeting Skills Need.

This is the document and track by which we will 'steer the ship' in the years ahead. Like all such documents, it is not 'set in stone' and as internal and external needs

change, the Executive Team and Corporation will review, interrogate and where necessary, amend. However, for now this is the path that we believe is the right one for us to take. The path that will enable Suffolk to benefit from our commitment to providing the very best learning experience for our learners and ensuring that those who move on from the college are ready to play their part in Suffolk's future. Equipped with all the skills that businesses in our county and beyond repeatedly tell us they are looking for.



Terry Baxter
Chair of Corporation
(January 2025)

Corporation Members



Terry Baxter,
Chair of Corporation

Suzanne Davis
Robert England
Paige Etheridge, Staff
Governor
Anne Gordon
Emily Hammond,
Student Governor
Sarah Hancock

Phil Harrison
Ashleigh Hurrell, Staff
Governor
Brendan Keaney
Jonathan Legh-Smith
George Luxford, Student
Governor
Mark Lyne

Sue McGregor
Graham Mead
Alan Pease, Principal
& CEO
Stevie Sheppard
Andy Sparks, Co-opted
Andy Stevenson
Simon Wingrove

Executive Team



Alan Pease,
Principal and CEO



Mary Gleave,
Deputy CEO



Marianne Flack,
Deputy Principal

INTRODUCTION

Welcome to the Strategic Plan for Suffolk New College – 'Curriculum 2030' – which has been developed in consultation with governors, stakeholders, staff and learners.

The plan has been developed following widespread engagement and has been informed by:

- Suffolk Labour Market and Employment Context (prepared by Kevin Fenning, Evidence First)
- National Skills Priorities.
- The Local Skills Improvement Plan (LSIP), co-ordinated by Suffolk and Norfolk Chambers of Commerce and informed by employer views across the region. The college takes part in ongoing LSIP consultations as part of its role as lead partner in the LSIF programme and is leading the delivery of core LSIP priorities, such as the Regional Training Programme.
- The LEP Skills Report 2022, which in turn was developed with industry representatives from all sectors.
- Our corporation, with significant industry representation.
- Industry Partners, whose regular input into curriculum development is integral to delivery.
- The Ipswich Social Mobility Alliance.

The strategy builds upon the articulated labour market information and employment context of the area that it serves and responds to the economic and social needs of its communities.

An Outstanding Learner Experience – this is the mantra at Suffolk New College where everyone is committed to ensuring that all learners can broaden their horizons, aim high and achieve.

Whilst our primary objective is to support young people, adults and apprentices to achieve qualifications and gain new skills, we also want our learners to enjoy the learning journey.

Learners benefit from exceptional experiences as part of their programmes, including industry work placements, performances, showcases, competitions, trips and visits, and an outstanding programme of personal development. The senior team, working closely with governors, are also committed to raising the profile of the college, and have received local, regional and national recognition, including an Association of Colleges Beacon Award in the Inenco Award for Education for Sustainable Development, in 2023.

Strong financial health has allowed inward investment in new facilities. This has included a Tech Campus (with Immersive Suite), a Net Zero Skills Centre, a Farm Shop and a Health Science Campus that has its very own mock hospital ward. With this investment, the college has ensured that learners get to study in state-of-the-art facilities, using industry standard equipment, taught by experts in their fields.

Community partnerships give learners the chance to gain expert advice during their programmes. Learners have access to a vast array of local employers, through the Industry Partner Programme, who provide invaluable opportunities for learners to carry out work placements, where they can develop their skills to help them progress into employment.

As an anchor institution for communities across Suffolk, south Norfolk and north Essex, the college has a strong reputation for helping learners achieve outstanding results. This culminated in the college being crowned East Anglian Daily Times FE or HE Provider of the Year at the inaugural Suffolk Education Awards in 2023.

Suffolk New College was rated 'Good' by Ofsted in November 2022, with Outstanding Personal Development.

This Plan sets the direction of travel for five years and covers a period of exciting development between 2025 and 2030. When fully implemented, the results will mean:

- ▶ An economy benefitting from a more highly skilled workforce, which is meeting local, regional and national skills needs, and supporting workforce needs for regional infrastructure projects e.g., Sizewell C and Freeport East.
- ▶ An increase in Science, Technology, English and Maths (STEM) skills and higher-level skills in the locality.
- ▶ More employers and partners working with and in the College, through growth of the Industry Partner Programme.
- ▶ More Apprenticeships with improved routes into further study, and meaningful and sustained employment.
- ▶ Staff and learners who are proud of their association with Suffolk New College, which celebrates success and recognises the commitment of staff through the 'Be SNC' initiative.
- ▶ A college that is recognised for best practice and innovation
- ▶ Increased employability for younger learners, and opportunities for adults to upskill and reskill to re-enter the labour market, or to enter new markets.

Suffolk New College commits to treating everyone with dignity and respect. We wish the ethos of the college to reflect a community that is free from discrimination, valuing all members of our college community equally and fairly.

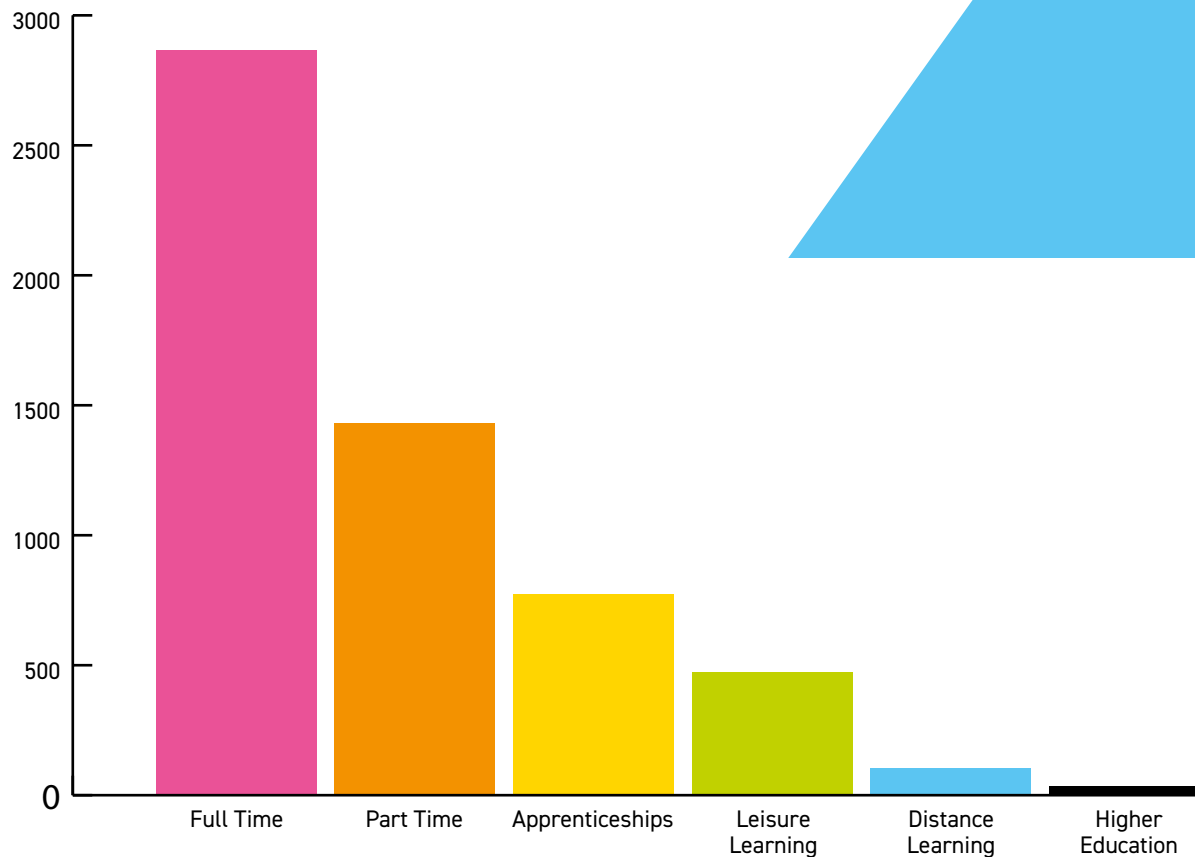


Alan Pease
Principal and Chief Executive Officer

ABOUT SUFFOLK NEW COLLEGE

Suffolk New College serves as the primary institution for Further Education and Skills in Suffolk. The college was the preferred choice, in 2023-24, for 5,681 people. As well as supporting learners in Suffolk, the college attracts learners from north Essex, as well as extending its reach into Norfolk. A breakdown of our student numbers in 2023-24, by type of provision, is shown below.

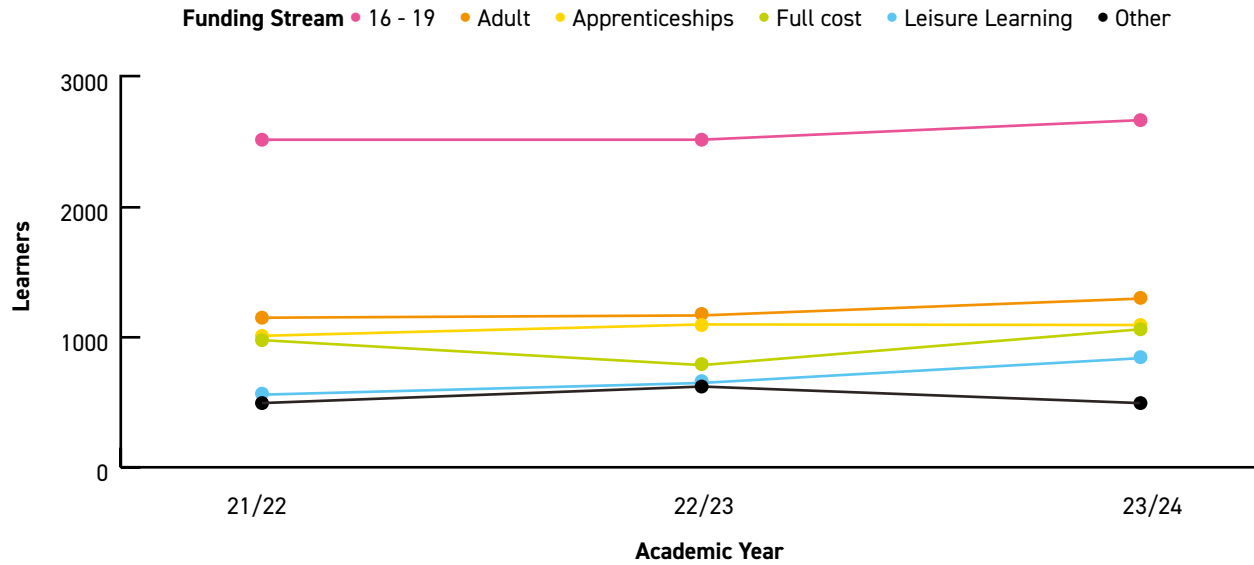
Student Numbers by Type of Provision



The college has grown to the point that we now provide post-16 education and training to over 3000 young people (2024-25), which shows a three-year improving trend. Coupled with this has been growth to, and diversification of the adult offer, which has strengthened the college's appeal to our growing number of employer partners. The growth in adult provision demonstrates a four-year improving trend.

The number of formal industry partners has now risen to 98 local, regional and national organisations, representing sixteen different subject sector areas. All this is in the context of improving outcomes for learners, across all provision types, which sees the college achieve above the national average in all measures.

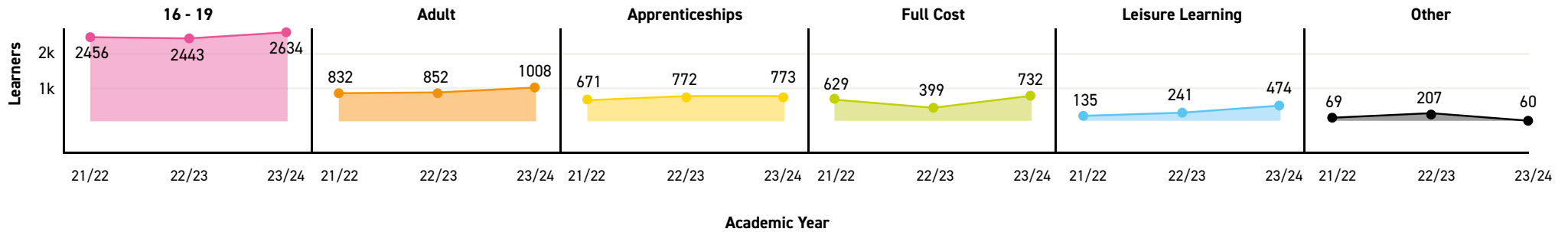
Learners by Academic Year and Funding Stream



The college boasts an extensive and inclusive curriculum, regularly updated in consultation with industry partners and local employers. Emphasising the development of 'work ready' skills, Suffolk New College is renowned for its regionally recognised ePASS programme, aligned to the Local Skills Improvement Plan (LSIP) in the New Anglia region - Suffolk and Norfolk.

In November 2022 Suffolk New College received an overall 'Good' judgment from Ofsted, rated 'Good' in seven areas and 'Outstanding' in personal development. Ofsted noted the considerable commitment at the college to meeting local skills needs - "Leaders work closely with stakeholders to identify industry developments so that they are well prepared to meet future skills need."

As well as supporting the ambitions and aspirations of our learners, the college is a major employer and economic contributor to our region, with 694 staff members across four growing campuses. We are deeply embedded in our region and committed to supporting improved skills for the benefit of learners, employers, and local places.



OUR CAMPUSES

Suffolk New College consists of four campuses, with the largest site having a major and iconic presence in the town of Ipswich, situated within the 'Innovation Quarter' alongside the University of Suffolk, as designated by the 'Vision for Ipswich.' Ipswich is the largest and the county town of Suffolk. The town has a lower wage economy than average and contains areas of high deprivation and poor educational achievement. Greater Ipswich is an ethnically diverse community, which is representative of the demography of the college's learner population. Suffolk New College is committed to playing an active and vital role in the area's skills transformation that is required to fuel a more productive and high-value economy.

Eight miles to the northeast of Ipswich is the college's Land Based Campus, known as Suffolk Rural. Acquired in January 2020 following the disaggregation of Easton and Otley College, Suffolk Rural delivers education and training across the Land Based curriculum, to young people and adults. It is also home to the college's Inclusive Learning provision, where learning is extended beyond the classroom throughout the 47-hectare site, to over one hundred learners with special educational needs and disabilities. With additional provision for Construction and Engineering, Suffolk Rural is also the location of the Apprenticeship Hub, which manages all the college's work-based learning provision across all subject sector areas.

The Suffolk New College on the coast provision includes the two sites in Leiston and Halesworth. Leiston is of strategic importance and will be an important centre that will meet the training needs for the Sizewell C project. A new campus, funded by Sizewell C, will be located within a kilometre from the centre of the new power station and will allow the college to vacate current premises on the site of Alde Valley School for September 2025. Halesworth, an area of low social mobility, has since 2021, been served by

the college's fourth campus - the former Halesworth Skills Centre - owned by Suffolk County Council. Meeting a hyper-local need, provision at Level 1 and Level 2 is re-engaging hard to reach young people in education, the vast majority of whom, require additional learning support. The nurturing nature of the campus serves to successfully transform lives through learning and achieves outstanding outcomes for learners and makes a strong contribution to the local economy by supporting local workforce creation.

Our campuses are all situated in the Ipswich Borough Council and East Suffolk Council areas, and most learners live within Suffolk (Suffolk County Council), with significant numbers also from south Norfolk and north Essex. We also collaborate with Babergh and Mid-Suffolk Councils to the west of Ipswich, where the college is the main provider of post-16 education and training within these districts.



The following map shows where most learners travel from. The college actively works with transport providers to make provision accessible, including providing subsidised, and some free, transportation to support rural communities:



An examination of learner postcodes in Ipswich compared with a deprivation heat map of the town indicates that a number of the college's learners originate from more economically disadvantaged areas. Our 'on the coast' provision in Halesworth and Leiston delivers essential support to rural families and vulnerable young individuals at risk of disengagement from education, employment, or training (NEET).

The college's emphasis on delivering high-quality Further Education (FE) programmes, coupled with locally accessible Higher Education (HE) options and employment pathways, aims to ensure that all learners, including those with lower academic achievement and those encountering learning barriers, are provided with suitable stepping stones towards greater educational attainment or employment.

OUR CURRICULUM

In response to labour market needs, the college offers a wide range of courses and services to young people, apprentices, adults and businesses, and works with a range of employers and local organisations. Learners progress to further study, higher education, apprenticeships, employment or volunteering. Suffolk New College offers a curriculum that enables students and apprentices to:

- Discover and develop their talents.
- Achieve success.
- Be inspired and be ready for the opportunities and next steps in further study, higher education, employment, career advancement, or in contributing to society.

The inclusive and wide-ranging curriculum is designed to provide challenge and support so that all students and apprentices can achieve success. The college has a broad curriculum, covering all vocational and technical subject areas from Level 1 to Level 3 and providing course options for learners of all ages.

In addition to our subject-based curriculum, Suffolk New College also embeds employer engagement, quality, teacher development, transition, foundation and inclusive learning, English, maths and ESOL in our provision.

Suffolk New College offers provision in all the national priority subject areas, as follows:

- Construction
- Manufacturing
- Digital and Technology
- Health and Social Care
- Haulage and Logistics
- Engineering
- Science and Mathematics

The college has successfully delivered Skills Bootcamps in Arboriculture, Farming and Horticulture and in 2024-25, will add Construction to this offer.

Giving all learners the support they need to thrive and develop their talents is at the heart of the college's approach. The Directorate for Transition, Foundation and Inclusive Learning has an ethos of embedding inclusive practice across college whilst also offering specialist provision. In 2023-24, 14% of Suffolk New College learners were vulnerable and 6% had an Education, Health and Care Plan (EHCP) with many more learners needing extra support to thrive.



WORKING WITH EMPLOYERS

Senior Managers at Suffolk New College undertake vigorous and comprehensive research to support the planning of their curriculum offer. Each Directorate lead is required to submit a detailed research paper demonstrating how their subject sector area is meeting local and regional need. As part of this process, each Director must evidence engagement with key stakeholders in their respective areas, who have advised on future workforce skills needs.

Through its innovative Industry Partner Programme, Suffolk New College has over 100 formal partners (with signed Memorandums of Understanding) who are working closely with the college to ensure that provision meets skills needs. In addition to this, the college works with approximately 500 other employers outside of the formal signed partnership and aspires to regularly engage with over 1,000 external stakeholders by 2025-2026.

The Employer Engagement Strategy embodies the college's commitment to collaborating with employers, aligning the curriculum with workforce requirements, and nurturing work-ready learners. College-wide initiatives like ePASS and Steps to Success play a pivotal role in achieving these objectives.

Additionally, a diverse array of targeted employer engagement endeavours, such as the regional Visitor Economy Network Initiative (VENI), facilitate numerous new connections within the hospitality industry. Furthermore, Industry Partners generously contribute their time and expertise to co-create projects, exemplified by the recent design project with Greater Anglia, which earned a prestigious nomination for a National Rail Award.

There are numerous examples of where employers have shaped curriculum plans to support their needs, which have resulted in the college introducing new courses or curriculum areas. There is a new Vet Nursing Apprenticeship Standard in 2024, which has been introduced following extensive engagement with employers in the Animal Management sector, who advised that there was significant local demand, which the college has subsequently met. The sector-leading Arboriculture Skills Bootcamp was introduced because of extensive engagement with Sizewell C and Great Oak, one of their top-tier supply chain partners.

This adult Skills Bootcamp programme has ensured that it has provided Great Oak with a pipeline of

skilled workers who they have deployed to meet their contractual requirements with Sizewell C.

Inaugurated in 2023 at our Ipswich location, the Health Science Campus building stands as a beacon of modernity, offering cutting-edge facilities tailored for Health & Social Care, Childcare, and Science disciplines. This initiative solidifies the increasingly intimate ties with health and social care employers. The delivery of a Memorandum of Understanding (MoU) symbolises a robust alliance with the East Suffolk and North Essex Foundation NHS Trust (ESNEFT), underscoring the college's commitment to collaborative endeavours. As the college continues to support the advancement of regional efforts through the Apollo Project, the aim extends beyond fostering extensive co-operation; there is an aspiration to invigorate fresh talent into this pivotal sector.

This insight from engagement with employers, is embedded within the delivery of the Careers Strategy. The support to learners described within the college's Information, Advice and Guidance (IAG) Statement of Service, supports the delivery of this Strategic Plan's objectives through a practical, learner-centred, flexible service, which is embedded within the curriculum.



LSIF

Local Skills Improvement Fund

Inspire | Invest | Innovate

New
Anglia Colleges 
Working together to develop your team



WORKING WITH PARTNERS

As part of our statutory duty, the five General FE and Skills providers in the Norfolk and Suffolk area also meet regularly to ensure the collective offer meets the current and emerging needs of the region. This collaborative approach has existed for several years, and it is formalised through the New Anglia Colleges Principals and Deputy Principals groups, who commit to meeting six times per year.

As part of this collaborative work, the New Anglia Colleges Group commissioned RSM to conduct research into the regional curriculum offer back in 2022. This work was informative and helped the group and each individual provider to identify local and

regional skills shortages, which we were able to fill through our curriculum planning processes. This work was enhanced further in March 2023, when the Chairs, Principals, Senior Managers and Governance Professionals of the five partner colleges, came together at the Easton Campus of City College Norwich to review the RSM research report, collectively plan a curriculum for the region that ensured it met need, and discuss the skills required to support the large infrastructure projects in the East, which we will all contribute to developing skills for.

The New Anglia Colleges Group offered significant support to the collaboration between the Norfolk

and Suffolk Chambers of Commerce in developing the Local Skills Improvement Plan (LSIP) for Norfolk and Suffolk. Following the publication of the LSIP, the Principals of the New Anglia Colleges Group agreed for Suffolk New College to become the Lead Partner of the Local Skills Improvement Fund (LSIF) project.

The regional skills providers now enjoy a budget of £4.75m to develop skills for the region to ensure they are meeting local and regional need, particular in the priority areas identified by the LSIP. This work is well underway, with the revenue projects coming to an end in March 2025.



CONTINUING TO ADVANCE OUR CURRICULUM

Through a comprehensive Curriculum Planning process, Suffolk New College is compliant with its statutory duty to review how well the education and training provided meets local needs and considers actions necessary to ensure it may better meet those needs across all areas of the offer.

The curriculum offer is reviewed annually to meet the needs of learners, employers and the wider community. This means providing opportunities to develop as independent and resilient learners, and as responsible citizens. Each year, Suffolk New College considers the available labour market information and policy drivers to update the strategic objectives.

Following the publication of this LSIP in summer 2023, Suffolk New College convened a Curriculum Review

Group, consisting of Executive Officers, Senior Leaders and Governors (including the Chairs of Corporation and Academic Standards & Quality Committee) to ensure compliance with the Duty to Review (every three years or after the publication of a new LSIP). This group has remained operational and has met on four occasions since September 2024 to undertake the review of the Suffolk New College curriculum, to ensure that it meets local need.

Currently, we are drawing on the Norfolk and Suffolk Economic Strategy (2022)¹ as a key source of intelligence alongside engagement with employers. The Strategy identifies three key sectors for regional economic growth, which are also explored in further detail in the LEP Skills Advisory Panel Local Skills Report 2022. They are:

¹ Whilst Government is requiring places to produce updated Local Growth Plans that support its Industrial Strategy, the Economic Strategy and the Local Skills Report remain important sources of regional direction in the meantime.



NET ZERO/CLEAN ENERGY

Clean Growth stands as the focal point of the regional economy across diverse sectors. The college ensures that all learners gain an understanding of climate change and green skills in addition to their core curriculum. This is exemplified by the fact that Suffolk New College won the Association of Colleges (AoC) Beacon Award in Education for Sustainable Development in February 2024, and we are continuing to contribute to national conferences on this theme.

The college's aspirations are set out in its Sustainability Strategy and Action Plan. The college led on the delivery of a Green Skills Conference in 2023, as part of the £2.7m Strategic Development Fund New Anglia Green Skills project, and the college now spearheads the £4.7 million regional LSIF programme, placing significant emphasis on comprehensive green skills training. New for 2024-25 will be a major Green Futures careers initiative.

Whilst Government is requiring places to produce updated Local Growth Plans that support its Industrial Strategy, the Economic Strategy and the Local Skills Report remain important sources of regional direction in the meantime.

In 2023, the college inaugurated a Net Zero Skills Centre in Ipswich, further solidifying its commitment to sustainability initiatives. The Centre has cemented its status as a premier regional asset, equipped with state-of-the-art teaching resources for solar installation. It offers contemporary amenities and resources tailored to a curriculum focused on business needs, specifically addressing the evolving requirements for net zero skills in the construction and engineering fields.

Specifically, the Net Zero Skills Centre is supporting young people and adults to upskill in sustainable construction methods, as well as hybrid and electric vehicle maintenance. Ipswich Borough Council

has been supported, through the Centre, to upskill its Facilities staff so that it can introduce more sustainable methods to the maintenance of its housing stock.

Collaborations with the University of Suffolk and Suffolk Sustainability Institute continue, encompassing co-operative efforts such as the Smart House project at Adastral Park.

Drawing on established expertise in construction and engineering and our offerings 'on the coast' in Halesworth and Leiston, Suffolk New College is strategically positioned to capitalise on the opportunities presented by Sizewell C. A Memorandum of Understanding with Sizewell C was signed in 2021, and the college is currently exploring curriculum developments linked to Sizewell C workforce needs across all campuses.



AGRI-FOOD

The college operates the only Land Based provision in Suffolk, at Suffolk Rural, where provision is growing and full T-Level adoption is underway in Agriculture, Land Management and Production, and Animal Management. The college offers courses that build skills across the Agri-food supply chain, from agriculture and horticulture through the engineering and technical skills needed in food processing, to hospitality and customer care skills.

The college continues to develop an Agri-food curriculum, with a current focus on sustainable land management and an emerging interest in the skills needed by the food processing industry.

ICT/ DIGITAL

The Tech Campus at the Ipswich site is the focus for a regionally leading ICT/digital training offer, with extensive employer links at its heart.

SOFT SKILLS

In addition, to the above skill areas, the Local Skills Improvement Plan (LSIP) also identifies soft skills as a particular area of focus. The college's ePASS programme stands as a frontrunner in the region, with Ofsted awarding an 'Outstanding' rating to the Personal Development provision in January 2023. March 2024 saw the introduction of ePASS+, a pioneering initiative tailored for adults and local enterprises, that is supported by key employers such as Morgan Sindall and Sizewell C.



OTHER SECTORS

As well as the key sectors identified by the Economic Strategy and LSIP, we are also working with Bacton Transport, as representatives of the Transport and Logistics sector. The college is developing a further Skills Bootcamp tender around HGV Driving, where the sector has an urgent requirement to train a significant number of new drivers not only to grow its business, but also to meet region-wide current need.

The college has also contributed to the development of the Dual Workforce through the implementation of the 'Licence to Industry Partner' programme allowing industry professionals to receive development for them to support the delivery of skills training.

MEETING OUR DUTY TO PLAN FOR LOCAL NEED

The Governing Body of Suffolk New College has ensured that, through its work, the college complies with its duty under section 52B of the Further and Higher Education Act 1992 to review provision in relation to local needs, as introduced in the Skills and Post-16 Education Act 2022. The Governing Body of Suffolk New College has therefore, demonstrated due regard to the statutory guidance when discharging the duty to review and are assured that the education and training, provided to young people and adults, is meeting local needs.



MISSION

'TO PROVIDE AN EXCEPTIONAL LEARNER EXPERIENCE'

NB. The use of the word learner is interchangeable - student, apprentice, adult, stakeholder.

CORE VALUES

Bold

enterprising

Successful

Nurturing

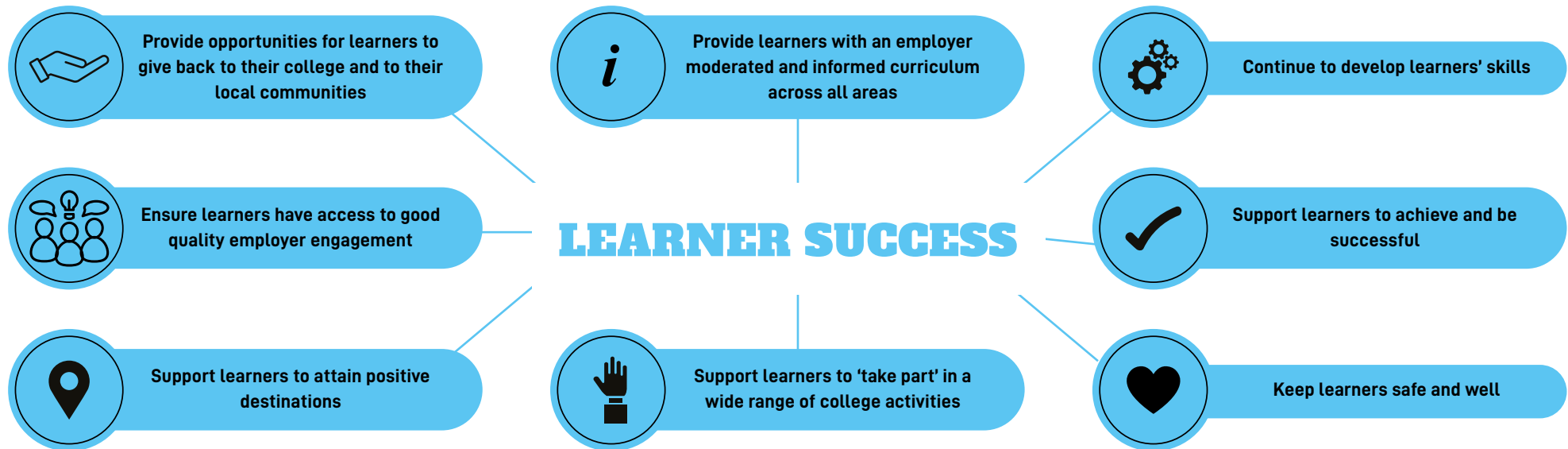
Collaborative

STRATEGIC PRIORITIES

- **Learner success**
- **Stakeholder engagement**
- **Sustainability**
- **Technology – effective use of technology**
- **Growth and diversification**
- **Meeting skills need**

The staff, learners and Corporation members of Suffolk New College are committed to our renewed Strategic Priorities. The Strategic Priorities are implemented throughout our ethos, culture (BeSNC), activities and partnerships, and through the implementation of the college's Strategic Plan:

LEARNER SUCCESS



The entire Suffolk New College community and its stakeholders will demonstrate further, our inclusive and consultative culture, and our commitment to working collaboratively with the learner population. We will provide an exceptional learning environment where learners can be themselves, thrive and achieve.

As such, the college will be recognised for providing an 'Exceptional Learner Experience' with the learners being placed at the centre of all strategic decisions and operational practices. As a result, Suffolk New College will:

- **Continue to develop learners' skills** – employability skills, technical skills, green skills, life skills, essential skills, digital skills, industry knowledge and values (BeSNC) through the outstanding personal development programme that is woven through all learner activities.

- **Support learners to achieve and be successful** – main aim (vocational or technical qualifications), English and maths, professional qualifications and work experience/industry placement – holistic study programmes, or apprenticeship programmes.
- **Keep learners safe and well** – ensuring their safety is prioritised, they are confident, happy, and are supported to achieve good mental and physical health and wellbeing.
- **Support learners to 'take part' in a wide range of college activities** – awards, competitions trips, visits and enrichment – to develop their citizenship and personal development in a spirit of curiosity, inquisitiveness and a willingness to learn how to learn.

- **Support learners to attain positive destinations** – independence, employability, progression, to Higher Education, into careers, to contribute to community activities, to become good citizens and to display resilience.
- **Ensure learners have access to good quality employer engagement** activities, work-related experiences, work experience, industry placements, and opportunities to secure paid part-time employment.
- **Provide opportunities for learners to give back to their college and to their local communities** – Student Ambassadors, volunteering initiatives, and communicating on and participating in college activities.
- **Provide learners with an employer moderated and informed curriculum across all areas**

STAKEHOLDER ENGAGEMENT



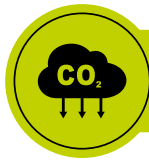
Suffolk New College will continue to develop strong links and partnerships with stakeholders across the region, and beyond. Engagement activities with all relevant stakeholders will support the Exceptional 'College' Experience, as set out in the Mission. Stakeholders include:

- **Learners** – paying due regard to the learner voice, providing learners with an exceptional experience, allowing learners to engage with all aspects of college life, supporting the personal development of all learners and ensure the mental and physical wellbeing of all learners.

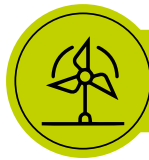
- **Staff** – paying due regard to the staff voice, providing staff with an exceptional experience, allowing staff to engage with all aspects of college life, supporting the professional development of staff, and ensure the mental and physical wellbeing of all colleagues.
- **Employers** – listening to and collaborating with our employers, including our SMEs, to help them meet current and future workforce needs, as well as meet their social value and community commitments. Continue to develop the sector-leading Industry Partner Programme, expanding the number of partners contributing to the learner journey through their Memorandum of Understanding commitments. Continue to work closely with the Suffolk Chamber of Commerce as our local Employer Representative Body (ERB).

- **Education partners** – maintain existing and create new partnerships with education partners to ensure effective transition pathways for learners, and access to appropriate qualifications and skills development to support their progression. Partners to include schools, universities, awarding organisations and officials from government agencies, including the Department for Education (DfE).
- **Community partners** – anchor the college at the heart of the diverse communities we serve.
- **Civic partners** – working with national government and local authority partners to influence policy decisions for the benefit of learners.

SUSTAINABILITY



Working towards net zero



Encourage greater biodiversity



Learner and staff sustainability training



Facilities and estate carbon reduction



Curriculum embedding of sustainability



Learner and staff environmental consciousness



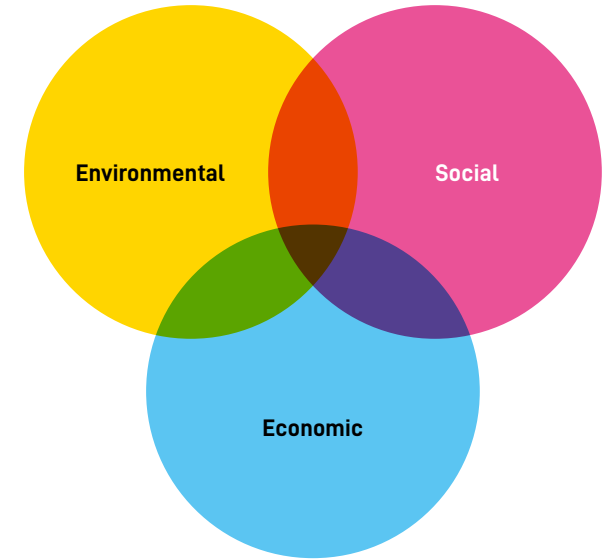
Carbon, water and waste reduction



Innovative and industry-relevant curriculum



Green skills projects for staff



Building upon the success of the Beacon Award in 2023, the college is deeply committed to sustainability with a desire to become a sector-influencing college in the green skills space, through the continued effective embedding of sustainability through all curriculum areas, and through the programme of personal development. The Net Zero Skills Centre stands as a testament to our ongoing efforts to upskill our learners to support the creation a more sustainable future for generations to come. As such, the college commits to:

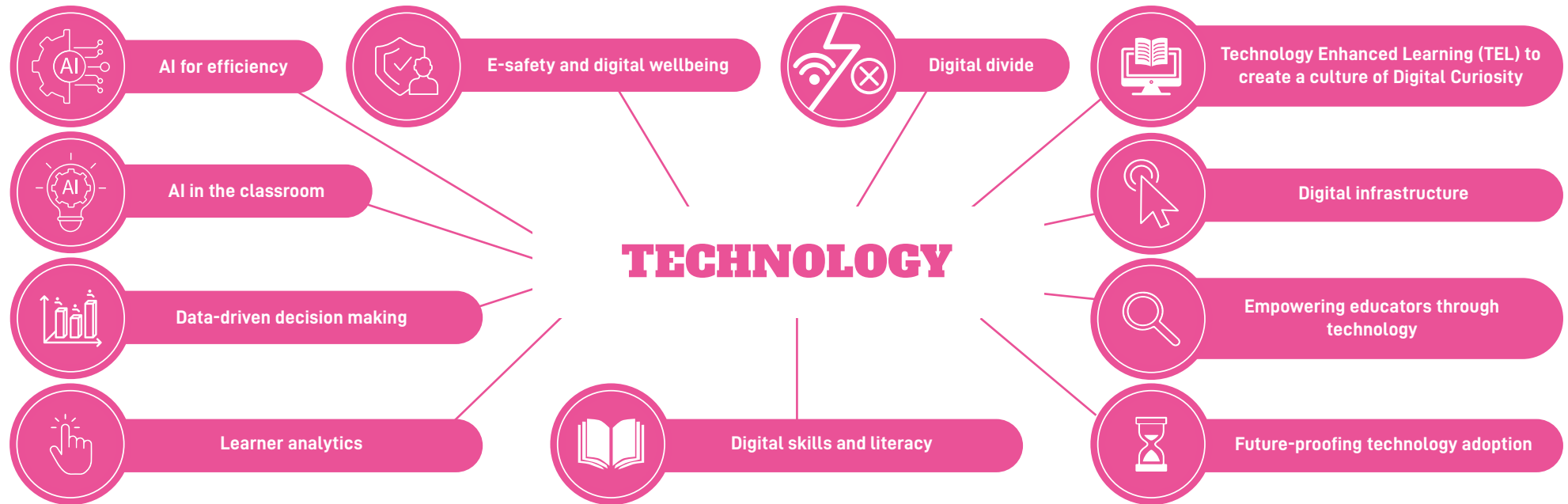
- **Ensuring that all learners and staff have opportunities to remain environmentally conscious.**
- **Deliver innovative and industry** - relevant curriculum within our Net Zero Skills Centre, preparing learners for careers in construction, engineering and motor

industries, and supporting local businesses with their green initiatives and requirements.

- **Curriculum embedding of sustainability** – to continue to support the development of green skills and sustainability in learners through the effective embedding of this within curriculum delivery, across all subject sector areas, which resulted in the achievement of an Association of Colleges (AoC) Beacon Award in this area.
- **Staff projects** – support staff to complete green skills projects to upskill in this area, as well as supporting continued professional development for staff, including the 'Back to the Floor' initiative. Allow staff to share best practice within the sector through participation in events held by other providers in the spirit of collaboration.

- **Facilities and our own estate** – continue to invest in new and modern facilities and ensure investment in our estate to ensure a reduction in our carbon footprint. Continue to demonstrate best practice through our collective behaviours on site to save energy and resources, where possible.
- **Carbon, water and waste reduction and offsetting initiatives.**
- **Encourage greater biodiversity on our site, particularly at Suffolk Rural.**
- **Working towards net zero through a programme of carbon reduction and off-setting.**
- **Learner and staff experience to be enhanced through training and development opportunities in this space.**

TECHNOLOGY - EFFECTIVE USE OF TECHNOLOGY



The ever-evolving landscape of technology demands a forward-thinking approach. Technology, Artificial Intelligence (AI) and automation will continue to have a profound effect on future skills needs.

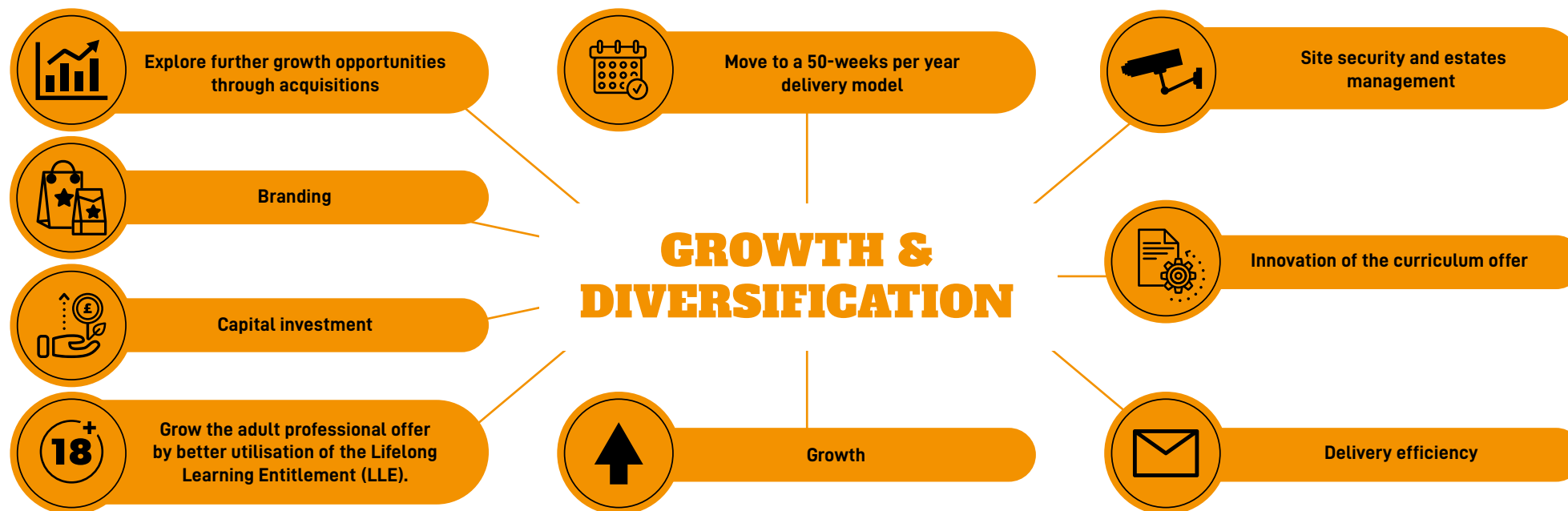
As a forward-thinking college, we leverage cutting-edge technology to enhance our learners' experiences and empower them with the digital capabilities crucial for success. Our innovative approach extends beyond the classroom, optimising our business functions for greater efficiency. We are constantly expanding our online offerings, providing learners with the flexibility to learn anytime, anywhere. This commitment ensures our learners are equipped with the digital fluency and adaptability required to thrive in a rapidly changing world. As such, the college reinforces its commitment to learners.

• **Digital infrastructure** - continually invest in the latest technology, including immersive technology classrooms, to create dynamic and engaging learning environments.

- **Empowering educators through technology** - provide ongoing professional development focused on digital tools and strategies, delivered by our dedicated Teacher Development Team, who will stay abreast of the latest advancements.
- **Future-proofing technology adoption** - through effective horizon scanning, maintain a relentless focus on staying current with evolving technologies, ensuring our digital infrastructure remains up to date.
- **Digital skills and literacy** - ensure learners are equipped with the appropriate digital skills and literacy to support their progression into the modern workplace with the skills to be able to use modern technology relative to their sector.
- **Learner analytics** - use learner analytics to better support learner retention, achievement and positive progression.
- **Data-driven decision making** - further develop our Power BI capabilities to generate insightful data reports that illuminate opportunities for improvement and guide strategic decision-making.

- **AI in the classroom** - explore the potential of AI to enhance teaching and learning, whilst being mindful of the risks to the authenticity of assessment, through a fully integrated AI Strategy and AI Policy for the college.
- **AI for efficiency** - explore the potential of AI to streamline business service areas, maximising efficiency and minimising workload for staff.
- **Technology Enhanced Learning (TEL) to create a culture of Digital Curiosity** - foster a culture that embraces exploration and experimentation with new technologies, encouraging continuous learning and innovation.
- **E-safety and digital wellbeing** - ensure learners are equipped with the skills they need to stay safe online and maintain good digital health, resilience and wellbeing.
- **Digital divide** - tackle the digital divide by ensuring all learners have access to technology to support their learning.

GROWTH & DIVERSIFICATION



The adult offer and apprenticeships will be a key area of growth and Suffolk New College will respond positively and pro-actively to local, regional and national workforce needs. The college will diversify its streams of income to ensure that the strong financial base can be built upon with growth across the adult and apprenticeship provision. Other innovative ways will also be sought to become increasingly efficient through the review of services and the smarter use of technology. The college will also explore partnerships and acquisitions as a potential route to achieving this objective. Priorities include:

- **Site security and estates management** – secure the longer-term use of the three sites that the college

does not currently own (Suffolk Rural, Halesworth and Leiston) through the negotiation of longer leases or through acquisition.

- **Innovation of the curriculum offer** – seeking new opportunities to broaden the curriculum and grow provision.
- **Delivery efficiency** – maximise space utilisation on a Monday and Friday by timetabling across the full breadth of the week.
- **Growth** – to all types of provision, but with a focus on adults and apprenticeships
- **Grow the adult professional offer by better utilisation of the Lifelong Learning Entitlement (LLE).**

- **Capital investment** – set out a capital investment plan for the next five years.
- **Branding** – aligning all sub-branding to 'at Suffolk New College' and explain the five 'corporate' colours in the brand.
- **Explore further growth opportunities through acquisitions** – horizon scanning to explore future acquisition opportunities and grow market share.
- **Move to a 50-weeks per year delivery model** – to include summer programmes to ensure better utilisation of college assets, which will also allow growth and diversification to the current workforce.

MEETING SKILLS NEED



The college will continue to respond positively to the aspirations and priorities of stakeholders, including priorities set out within the LSIP. There will be an increase in STEM-related provision, which will meet need for the local infrastructure projects, whilst providing embedded employability skills development programmes alongside. Priorities include:

- **Supporting local and regional infrastructure projects** – creation of a skilled workforce for the future to meet local, regional and national skills needs. The college is also committed to supporting the commercial and domestic markets where skilled workers migrate into larger projects, through supporting progression of college leavers into backfill roles.
- **Creating the current and future workforce** – to support our vast network of industry partners.
- **Identification of skills needs** – align curriculum offer to these key priorities to upskill learners.
- **Creating opportunities for all to upskill and reskill.**
- **Soft skills development through the ePASS and ePASS+ programmes, which develop core employability skills.**
- **Ensure employers are contributing to curriculum development across all subject sector areas.**

INDUSTRY PARTNERS



John Grose | Group







