

- 1. To achieve outstanding outcomes for our students and apprentices* that add value and enable personal and professional progression**
 - a) Student's development goes beyond their qualifications
 - b) Measures of student progression are outstanding
 - c) Student's experience results in very high satisfaction
 - d) Programmes support students to 'Flourish'
 - e) Internal and external quality assurance assessments are of the highest grades
- 2. To make a significant and exemplary contribution to education and training at all levels to respond to changing economic development needs**
 - a) Curriculum offer is inclusive and meets the needs of under-represented groups and those who are disadvantaged
 - b) Highly beneficial retraining and upskilling provision for adults in key sectors for the region
 - c) Expanded Higher Technical Education offer in priority areas, as informed by labour market information
 - d) Employers experience high levels of satisfaction through influencing and contributing to curriculum development, design, and delivery
 - e) Students are equipped with the skills to work regionally, nationally, and globally
- 3. To have a culture where we strive to continuously improve through innovation and aspiring to excellence**
 - a) Students and staff exemplify Ways of Working whilst learning and working together
 - b) We have very high expectations of ourselves, each other and students and complacency is always challenged
 - c) Staff supported to gain and retain dual professionalism and/or specialisms
 - d) A college with Diversity, Equity and Inclusion (DEI) at its heart, where staff and students feel that they belong
 - e) A workplace culture and environment that makes the college an Employer of Choice
- 4. To deliver a professional and inspiring college environment in a sustainable way**
 - a) Excellent industry standard facilities are available in all curriculum areas
 - b) Financial health as assessed by the Funding Agency to be a 'strong' good
 - c) Secure and robust infrastructure that enables students and staff to learn and work anywhere
 - d) Plan to reach net zero carbon emissions by 2030
 - e) Investment decisions made using environmental, social, and governance (ESG) criteria
- 5. To engage at local, regional, and national levels to build purposeful partnerships which benefit our communities**
 - a) Highly effective strategic stakeholder engagement and management systems in place
 - b) Preferred partner for key stakeholders in strategic developments
 - c) Collaboration with other colleges brings benefits to our students which we could not achieve on our own
 - d) Recognised as an anchor institution for our community
 - e) Reputation for thought leadership in Education and Skills

* please read "students" as "students and apprentices" throughout