The City of Liverpool College

STRATEGIC PLAN

2021 - 2025

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College

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Contents

Foreword

The City of Liverpool College occupies a unique space in the Liverpool City Region. We offer an unparalleled breadth and depth of courses to a diverse variety of students across a wide-ranging curriculum: from entry level to degree; from apprenticeships and vocational skills to higher education and professional courses; from short, sharp courses focused on upskilling and career progression to full-time provision that develops the next generation of talent for the City Region's businesses.

Every year we enrol over 10,000 students from across the City Region, coming together to form a diverse and inclusive student body.

Our students benefit from dynamic links with employers and communities and a strong sense of place; the College has a long and rich history within the City of Liverpool and strong links to the communities and people that it serves.

Liverpool is a city with a strong and storied sense of place, from our successes on the international stage in football, music and medicine to the history that marks the city landscape around every corner. It is also a city that has suffered, and continues to suffer, from

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significant socio-economic disadvantage and other inequalities. These issues have only been further exposed during the coronavirus pandemic, which will have a long-lasting impact on the City Region. The pandemic has caused a huge amount of hardship and distress but it has also shone a light on the City Region's resilience, innovation and a compassionate community spirit.

As an anchor institution within the city, the College has a key role to play in supporting the City Region to 'build back better' – driving sustainable improvements in economic growth, health and wellbeing and issues of disadvantage and inequality. We're continuing to work with employers to ensure every aspect of our curriculum is responsive to current and future industry need, and that our students are challenged to succeed. We're reaching out to our communities to form critical partnerships that test our thinking and ensure we meet their needs through both intent and design – committing to doing better every year than we did the year before.

Most importantly, we're committed to preparing our students beyond a qualification. Every student that comes through our door should be supported to achieve and progress with the skills and expertise they need for that crucial next step, whether that's into education or employment, and with the aspiration and confidence to lead in their own right.

This strategic plan does not aim to be all things to all people. It provides an overarching framework to support and inform the strategies which sit beneath it: our curriculum strategy, informed by economic drivers and the best of industry insight and innovation; our dynamic approach to business development and partnerships with stakeholders; our investment in cutting edge facilities and a flexible and responsive learning environment; our extensive and holistic approach to student support. Our aim for this document is to set out to our stakeholders the strategic direction and aspirations of the College, and to reaffirm our commitment to prioritising their needs: businesses, communities, and, most importantly, our students.

Elaine Bowker
Principal &
Chief Executive

Tony Cobain
Chair of The
Corporation Board

Strategic Goals & Enablers

Our Strategic Goals

Strategic Goal #1

World-class skills for business

Operating as "The College for Business", with a focus on current need and industry innovations and supporting the post-pandemic recovery and economic growth across the City Region.

Strategic Goal #2

Delivering an outstanding student experience

Tailoring our approach to the needs of our learners, our city and our communities as part of a dynamic partnership with all three.

Strategic Goal #3

Developing talent for sustainable employment

Upskilling, reskilling and generating the talent of the future through a focus on careers, not courses.

Our Strategic Enablers

Strategic Enabler #1

Turning disadvantage into advantage

Recognising our student cohort and delivering an experience tailored to their needs, taking a student-centred approach ('the whole student').

Strategic Enabler #2

Systems thinking by critical thinkers

Changing the *culture* across the College from top to bottom to realise an impact that goes beyond individual actions ('the whole college') as a crucial part of the City Region's education and skills system.

Operating as "The College for Business", with a focus on current need and industry innovations and supporting the post-pandemic recovery and economic growth across the City Region.

STRATEGIC GOAL #1

World-class skills for business

The City of Liverpool College works in partnership with businesses across the City Region to deliver to employer needs, support the economic direction of the City Region and securely equip our students with the skills and expertise for a successful career. Our students go on to lead and innovate, and to excel in their chosen fields.

Liverpool is a city of ambition. It's home to innovation in science, in the arts, and in ground-breaking partnerships that drive a culture of entrepreneurialism and forward-thinking. As the largest FE college in the City Region, we have a clear role to play in delivering the talent that supports those developments, focused on key areas of economic growth, replacement demand and the creative thinking to support the continued growth of independent businesses, job creation and innovation across the City Region.

Our curriculum is developed hand-in-hand with employers and industry experts, ensuring that our students progress with both a solid foundation and the skills they need to get ahead, adapt and respond to the changing nature of industry. We will build on our existing strengths in the quality of our delivery, and extend the breadth of our routes into employment through the expansion of our work-based provision and new models of flexible delivery, becoming a more agile, responsive provider.

KEY STRATEGIES (OUR PROMISES):

1. We'll build on our successes in delivering on what employers need.

2. We'll build on our success in supporting students to succeed.

3. We'll build on our role as an anchor institution within the city.

The City of Liverpool College
The College for Business

We'll build on our successes in delivering on what employers need

We'll do this through:

Curriculum development that recognises the role of the employer, informed by industry insight and practical needs – employer-led design and live projects as part of a dynamic partnership model.

Forward thinking – taking an insight informed approach around new developments in industry and using economic forecasting to take account of the short, medium and longer-term workforce needs.

Building our capacity in new and growing sector areas, aligned to economic priorities – supporting the revolution in green technology, power, life sciences, digital and informatics; fuelling the recovery in the visitor economy, hospitality and culture; and expanding into glass, legal, logistics and rail together with other key local developments, e.g. freeports and other infrastructure.

Developing more flexible models of delivery to support tailored programmes of investment and professional development in employees – from bespoke training programmes for larger employers to evening courses and more accessible unitised models of learning.

Working with employers to recruit diverse workforces that are reflective of the city and wider City Region's population, helping businesses to access a wider pool of talent in their fields and thrive through targeted and tailored recruitment schemes.

Embedding the digital curriculum across all sector areas, recognising the seismic impact of the pandemic on the ways in which we interact, build and consume as a society, and the need for businesses and their employees to adapt.

Making it easier to engage – taking a more streamlined and responsive approach to employer engagement and support, through a less bureaucratic and more proactive approach (becoming a 'one stop shop').

Widening our approach to continuous improvement to include rolling stakeholder feedback from employers, alumni and other voices from industry.

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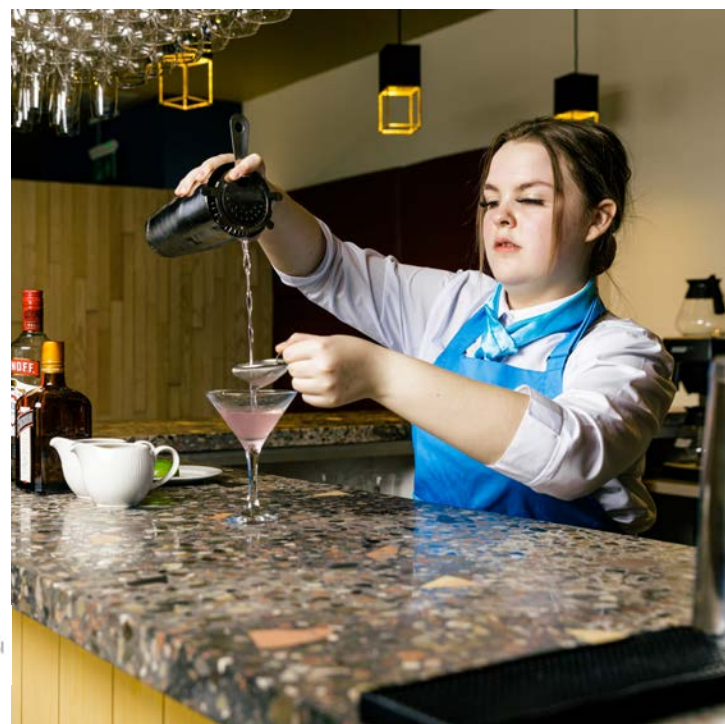
We'll build on our success in supporting students to succeed

We'll do this through:

Strengthening our routes to work including changes in delivery models – extending the breadth and depth of our apprenticeship offer, T-levels, traineeships, Kickstart and more; securing work experience / industry placements that add real value to existing programmes of delivery; and growing our higher level offer to close the gaps in Level 4 and Level 5 provision.

Developing more flexible provision, supporting those learners looking to upskill ahead of their next step, or to retrain and shift fields in a changing economic landscape.

Establishing ourselves as the provider of choice in delivering practical, research informed provision that supports our students to become leaders in their fields – whether that's discrete courses in leadership and management or more bespoke programmes tailored to growth industries (e.g. Leadership in Hospitality Management).

Continuing to invest in state-of-the-art facilities and equipment, ensuring our learners are developing their skills and expertise in an environment that matches the world of work and learning the latest techniques to produce work-ready graduates.

Dynamic partnerships with employers that support the quality of our delivery as well as design, with an innovative approach to professional development on behalf of our staff – dual professional roles, industry placements and shared CPD with named employer partners.

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We'll build on our role as an anchor institution within the city

We'll do this through:

Working with our student communities and employers to address under-representation in different industries, removing barriers to engagement and widening the talent pool for employers.

Increasing our engagement as part of the education and skills ecosystem, working with primary and secondary schools to promote progression, technical and vocational education, reducing the systemic impact of disadvantage and boosting educational attainment and skills to close the productivity gap.

Seeding a network of COLC graduates as part of our commitment to future cohorts, improving aspiration and securing added value opportunities for students as part of the COLC ethos and wider community ('pay it forward' ethos).

The City of Liverpool College

Tailoring our approach to the needs of our learners, our city and our communities as part of a dynamic partnership with all three.

STRATEGIC GOAL #2
Delivering an outstanding student experience

At The City of Liverpool College, our students can expect a student experience that is grounded in outstanding teaching and learning. Our students benefit from studying in a large college with extensive links to employers and wider stakeholders, a rich, diverse learning environment and a focus on progression that treats a learner's next step into employment or further study as crucial to our understanding of their success.

We know that our learners need more than a qualification. We're committed to stretching and challenging our learners to reach the highest standards, with differentiated results that incorporate employer engagement in assessment in technical and vocational areas.

We also know that the student experience is more than what takes place in the classroom, the workshop, the salons or the labs. Our holistic approach to the student experience will encompass the full range of student support (from additional learning support to bursaries, equipment loan schemes, transition management, careers advice and more), an approach to developing knowledge and skills with employability at the core and a focus on our learners as individuals, building their confidence, capacity and social and cultural capital as well as their academic and vocational skills.

Ultimately, we'll raise the bar to ensure that being known as a student at The City of Liverpool College opens doors across the Liverpool City Region – becoming a byword for talent and expertise, and the ability to grow and adapt as the world around them changes.

KEY STRATEGIES (OUR PROMISES):

1. We'll ensure our learners are supported and challenged to reach the highest standards.

2. We'll create an environment in which students are supported to succeed and thrive as individuals.

3. We'll wrap our outstanding teaching and learning in a holistic approach to student support.

The City of Liverpool College

We'll ensure our learners are supported and challenged to reach the highest standards

We'll do this through:

Delivering 'the Liverpool way' – mastering the ten most effective, research-informed pedagogical approaches and building these into every aspect of the curriculum and every learning space.

Learning from the countries with the best educational outcomes according to international standards and adapting approaches to meet local need and drive up standards, whether that's through our involvement in programmes such as World Skills or through independent research.

Recognising the diverse nature of our cohort and tailoring our approach to the needs of our learners – whether that's through targeted programmes of support or adapting our pedagogy to different types of learners across the College by age, vocation, background or need.

Collaborating with key employers and industry trailblazers to enhance teachers' knowledge and skills, embracing the role of the dual professional and leveraging our employer relationships to support continuous professional development around industry expertise.

Building on the lessons from the 'pandemic years' to take the best parts of a blended learning approach to support catch up learning, consolidation and stretch and challenge of our learners.

Strengthening our relationships with employers to involve them in the design, delivery and assessment of key curriculum – whether that's guest spots, live projects, skills passports or innovation as part of a cross-disciplinary approach to ensure our learners have a wider understanding of the world of work.

Making the most of our investment in cutting edge facilities and specialist kit through dynamic partnerships with local employers, supporting our students to deliver on live projects and commercial opportunities as part of a responsive curriculum (e.g. our work with local games studios through our state-of-the-art motion capture studio).

Working with educational partners across the City Region and beyond to challenge ourselves and our approach, sharing best practice and innovation with critical friends with a track record in delivering success and a pedagogy that maximises its impact through targeting disadvantage.

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We'll create an environment in which students are supported to succeed and thrive as individuals

We'll do this through:

Removing barriers to engagement and learning through targeted, insight-based interventions and wraparound schemes of support.

Embedding a curriculum of employability and a growth mindset alongside technical and vocational qualifications which encompasses English, maths, digital and behavioural skills, ensuring our learners are prepared to engage, adapt and grow in whatever step they take next.

Committing to a learner entitlement around careers advice, work experience and progression support as part of an ongoing conversation around progression and our ethos of 'careers, not courses'.

Drawing on Liverpool's unique economic, cultural and social assets to bolster our curriculum and the student experience – our visitor economy, our thriving digital and creative sector, our reputation in sports, advances in health, technology and much, much more – recognising the DNA of the city and our place in it.

Engaging with other key anchor institutions and community groups across Liverpool to

commission research into improving the confidence, life chances and educational outcomes of our students, linked directly to a sense of place.

Reaching out to marginalised communities to form critical partnerships that test our thinking and ensure we meet their needs through both intent and design.

We'll wrap our outstanding teaching and learning in a holistic approach to student support

We'll do this through:

Developing an anticipatory and holistic culture around student support – recognising the intersectional nature of disadvantage and building on our understanding of our learners and their needs through commissioned research and analysis in order to strengthen targeted schemes of support and intervention.

Adopting an approach of end-to-end transition management through the student journey from first point of contact to graduation; removing barriers to engagement through an increased understanding of our cohort, improved partnerships with other educational providers, a 'tell us once' approach and a proactive approach to assessment for learning.

Continuing to provide high quality, accessible learning support that is informed by pedagogical research and targeted to meet both the learner's needs and aspirations – whether that's intensive in-class support, assistive technology or the development of strategies that accelerate independent learning and growth.

Maintaining a broad range of financial support that promotes engagement and removes barriers for learners from disadvantaged backgrounds, including those who are economically disadvantaged, care experienced or facing other barriers to progression.

Further developing our student digital access scheme to reflect the increasing need for students to develop their digital literacy as a key employability skill, engage with other means of support (including outside the College) and guard against digital exclusion through skills, data and technology.

Strengthening the student voice and engagement with key influencers (parents, care workers, agencies) to inform our design, delivery and evaluation of schemes of support as part of a continuous cycle of evaluation and improvement.

The City of Liverpool College

Upskilling, reskilling and generating the talent of the future through a focus on careers, not courses.

STRATEGIC GOAL #3
Developing talent for sustainable employment

The world of work is changing at an unprecedented pace. The pandemic has sent shockwaves through every aspect of our lives, and changed the way we operate as a result. Existing trends have been accelerated; entire business models have been disrupted and forced to adapt in response. In some cases, the pandemic has clarified the essentials of business and consumer demand; others have faced catastrophic consequences and left significant numbers unemployed, with young people and some minority ethnic backgrounds particularly affected.

As a college, we recognise the need to ensure our students are 'work ready', whether it's their first step into employment or the competitive edge that secures that all important promotion. We aspire for our students to be leaders in their fields, adaptable and with a core knowledge and expertise that supports them to access opportunities within the labour market and succeed not only in their next step but the one after that (and the one after that, too).

Our focus on careers, not courses, means future-proofing our students: ensuring that they leave us with the industry knowledge to open the door, and the skills to continue to grow and develop as talent in the workplace – making them an asset to any employer. This includes equipping them with English, maths and increasingly important digital skills both as a discrete offer and as part of a wider programme of study, with a cross-cutting digital curriculum supplemented by sector-specific skills.

We know that different groups of learners need different things to get ahead, and we'll ensure our employability strategy is tailored to the needs of four key groups:

- **Transitioning into first-time employment** ('never employed'): largely young people and vulnerable adults (focused around improving access and support for students from disadvantaged backgrounds or marginalised groups, including students with learning difficulties or disabilities)

- **In-work progression:** upskilling, reskilling for higher level work or retraining to shift fields ('currently employed')

- **Those furthest from the labour market** ('long-term unemployed')

- **Impacted by economic shock and disruption to business models** ('newly unemployed' / pre-emptive schemes)

KEY STRATEGIES (OUR PROMISES):

1. We'll give our learners a competitive advantage across the City Region.

2. We'll enhance our curriculum offer around the skills and behaviours needed to access meaningful opportunities for employment and progression.

3. We'll develop targeted interventions to reach those farthest away from employment and support them in removing the barriers to engagement.

We'll give our learners a competitive advantage across the City Region

We'll do this through:

Creating a 'continuous conversation' around careers and progression from the learner's first point of contact with the College, enabling a personalised pathway over the course of the learner's lifetime with us as their knowledge, understanding and aspirations develop.

Equipping our learners to graduate with the necessary tools for work-readiness: good communication skills, a high standard of professionalism, critical thinking skills, a sound ethical foundation, personal resilience and a growth mindset to support them in accelerating their career.

Embedding an aspirational approach to progression which looks at progression through multiple levels and guards against the skills traps associated with low occupational skills, low wage employment.

Strengthening our links with employers and industry experts across all aspects of the curriculum which supports both our teachers and students in developing world-class skills for business.

Building opportunities for interdisciplinary collaboration with intent across the breadth of the curriculum which supports a more flexible, creative approach to problem-solving and the world of work and enhancing their development of a wider skill set and understanding, preparing our learners for the impact in the workplace.

Establishing the College's position within the innovation ecosystem across the City Region, both as a skills partner and recruitment pipeline but also as an independent asset in our own right through the development of a challenge curriculum and opening our doors to shared use of our state-of-the-art facilities by industry.

Continuing to deliver skills and education of the highest quality, tailored to the needs of our students, business and communities, opening doors across the Liverpool City Region.

Supporting our learners through discrete and embedded strategies to develop and leverage their own social and cultural capital, drawing on our links with employers, professional bodies and cultural institutions and building on the College's position as part of the fabric of the city.

The City of Liverpool College

We'll enhance our curriculum offer around the skills and behaviours needed to access meaningful opportunities for employment and progression

We'll do this through:

Committing to an insight-informed 'hidden curriculum' that is unique to The City of Liverpool College and goes beyond occupational skills to develop our learners around behaviours, attitudes and expectations in the workplace.

Building a digital curriculum that delivers digital skills to all learners both discretely and

as part of a sector-specific skills approach, recognising the diverse nature of digital skills required by employers and an increasingly digital world: from basic digital literacy and behaviours through general, advanced and specialist digital skills as well as the more sector-specific hybrid / fusion digital skills that vary from industry to industry.

Growing our curriculum offer around intermediate and higher level employability skills across the breadth of the curriculum, from part-time programmes to short, targeted and more flexible opportunities focused on the skills needed to transition between levels of employment (e.g. people management, project management, conflict resolution).

Delivering training around business management and the practicalities of start ups to support budding entrepreneurs, recognising the impact of technology and changing paradigms around work and employment structures, as well as the City Region's high proportion of SMEs and reliance on self-employed practitioners within the Visitor Economy.

Working with employers to expand our range of industry-specific upskilling programmes in key growth areas to support succession planning and meet potential future skills gaps arising from the development of technical, professional and managerial roles in the Liverpool City Region (e.g. Leadership in Construction, bespoke work with larger employers).

The City of Liverpool College

We'll develop targeted interventions to reach those farthest away from employment and support them in removing the barriers to engagement

We'll do this through:

Lobbying key policy-makers on our residents' behalf to secure a funding landscape which recognises the need for a joined up approach to employment and skills and the longer-term advantages of supporting those in receipt of benefits to engage and progress into meaningful employment.

Collaborating with other anchor institutions, community groups and businesses across the city to deliver innovative outreach programmes as part of the Liverpool Strategic Partnership and a multi-agency approach to supporting residents into work, with a key focus on relationship building, resilience and social inclusion.

Strengthen direct routes to employment through the expansion of our work-based provision, including the Kickstart programme, sector-based work academies and apprenticeships.

Building on existing programmes designed to target under-represented or otherwise disadvantaged groups through a more tailored approach to support e.g. the co-location of the College's Digital Employability Skills Zone with

a drop-in crèche, which supports working age mothers looking to update their digital skills as part of a return to the workforce.

Developing a programme of in-work support which encourages and supports employers in expanding the diversity of their recruitment pool and the improving retention of employees beyond agreed induction periods through personalised coaching and mentoring, accessibility accommodations, cultural considerations around under-represented groups and the development of employees as resilient, independent individuals.

Accelerating the progression through learning for migrant workers whose existing qualifications may not be recognised within the UK, building on individual diagnostic assessments to support a period of intensive learning and re-qualification.

Creating dedicated pathways into vocational areas of the College that support ESOL learners in progressing into intermediate and higher level skills or employment (e.g. ESOL for Construction / Construction for ESOL, ESOL for Healthcare / Healthcare for ESOL).

The City of Liverpool College

Recognising our student cohort and delivering an experience tailored to their needs, taking a student-centred approach ('the whole student')

STRATEGIC ENABLER #1

Turning disadvantage into advantage
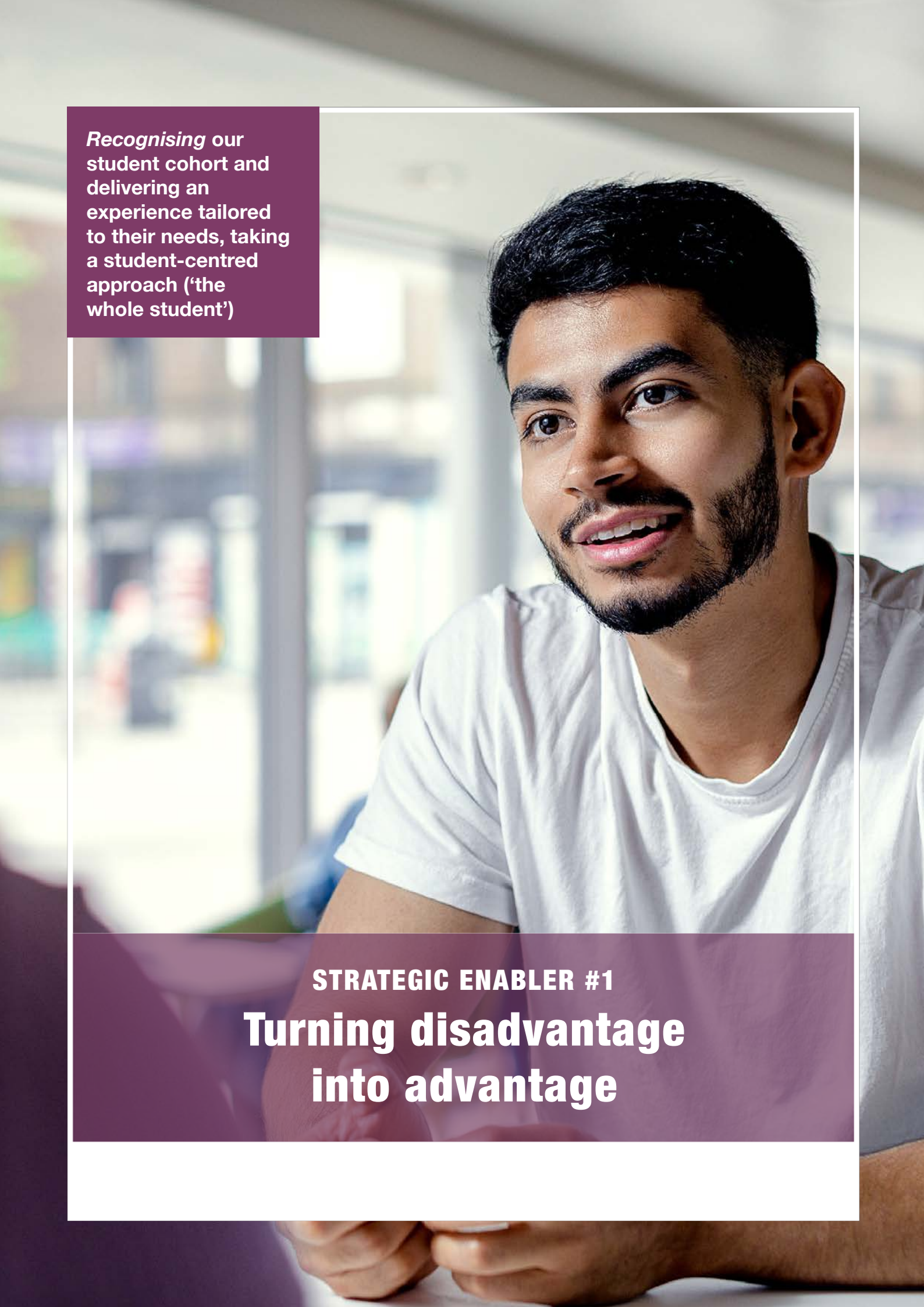
Liverpool is a proud city with a rich history and many diverse communities, including one of Europe's oldest Black communities. It is also a city that's characterised by marked disadvantage: according to the 2019 IMD (pre-pandemic), 48% of the city's residents lived in the most deprived 10% of areas nationally, including 57% of its children; Liverpool itself is one of the most deprived local authorities in England; the Liverpool City Region remains the most deprived of England's 38 LEP areas. Within the City Region, the pandemic has exposed and exacerbated existing inequalities in respect of gender, race, socio-economic background, disability, learning difficulties and more. We know, too, that digital exclusion is increasingly a barrier to many, and that this disproportionately impacts on students from more deprived socio-economic backgrounds and communities of colour.

At The City of Liverpool College, we believe that this makes high aspirations for our students more important, not less. Our aspirations are reflected in the outcomes for our students; a high proportion of our students take their next step directly into further education, training or employment; our student outcomes place us in the top quartile of all further education colleges.

We want to build on those strengths in turning disadvantage to advantage – recognising the unique nature of our student cohort and working to remove individual and systemic barriers to success. We believe that your background should not be a barrier to success, and that as a large educational institution, we have both the responsibility and an opportunity to level the playing field for our students.

We'll do this by tailoring our approach to the needs of our cohort and the needs of our students as individuals, recognising that different groups of learners benefit from different pedagogical and support strategies. We'll grow our understanding of our students and transform the College to become more responsive in turn, enabling targeted interventions and focused direction which effectively counters disadvantage and improves our students' life chances.

KEY STRATEGIES (OUR PROMISES):

1. We'll recognise our students as individuals, tailoring our programmes of learning and support to enhance accessibility and meet different needs.

2. We'll recognise the impact of the increased reliance on digital engagement across industry, education and society as a whole.

3. We're committed to addressing the impact of bias, discrimination and injustice through a proactive approach to equality, diversity and inclusion.

4. We'll work to enhance the social and cultural capital of our students.

The City of Liverpool College

We'll recognise our students as individuals, tailoring our programmes of learning and support to enhance accessibility and meet different needs

We'll do this through:

Developing and embedding pedagogical strategies which account for different learner needs, informed by improvements in our understanding of our learner cohort and a wide range of research-informed approaches to different groups of learners, support and targeted interventions with the learner, peers and other support systems.

Delivering intensive training for all staff – not just those inside the classroom – on additional learning needs and other barriers to engagement, and how these are likely to manifest in different contexts.

Building relationships and information sharing agreements with other educational providers that support the transition into college and sustained destination outcomes.

Implementing systems which support a holistic view of the student from first point of contact to graduation, enabling a more individual approach to meeting learners' needs.

Continuing to develop our blended learning approach which builds upon the lessons learnt from the 'pandemic years' to improve accessibility, support catch up learning, consolidation and the stretch and challenge of all learners.

Investing in internal resource and external partnerships to support mental health and wellbeing, recognising the indelible impact of the pandemic on our current and upcoming student cohorts.

Supporting local schemes and collaborative work which aims to counter disadvantage within communities and the education and skills ecosystem.

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We'll recognise the impact of the increased reliance on digital engagement across industry, education and society as a whole

We'll do this through:

Taking a differentiated approach to our catch up and contingency planning to ensure our learners benefit from a genuinely blended learning approach, and that no learner is left behind as a result of their personal circumstances or starting point.

Ensuring that digital exclusion doesn't mean educational exclusion – recognising and addressing digital poverty in terms of technology, data and skills via a targeted programme of support for learners.

Weaving the digital curriculum through all aspects of the curriculum – future-proofing our learners' skills for industry and further enhancing their employability through a thorough and flexible grounding in digital literacy from which they can grow, adapt and progress as the world continues to change around them.

Drawing on best practice in terms of accessibility and technology-enabled learning support and wider learning strategies, supporting the development of our students as independent learners and resilient individuals.

The City of Liverpool College

We're committed to addressing the impact of bias, discrimination and injustice through a proactive approach to equality, diversity and inclusion

We'll do this through:

Recognising the particular barriers faced by our communities of colour and taking action to become an anti-racist organisation both in culture and in practice, creating an environment in which students and staff of colour feel welcomed and can thrive.

Strengthening the voice of students and staff within the College, and developing critical partnerships with the communities we serve that test our thinking and ensure we meet their needs through intent, implementation and impact.

Becoming a 'college of sanctuary' in recognition of the city's work with refugees and asylum seekers and the significant ESOL cohort within the College, in partnership with the City Council and the Liverpool City Region Combined Authority.
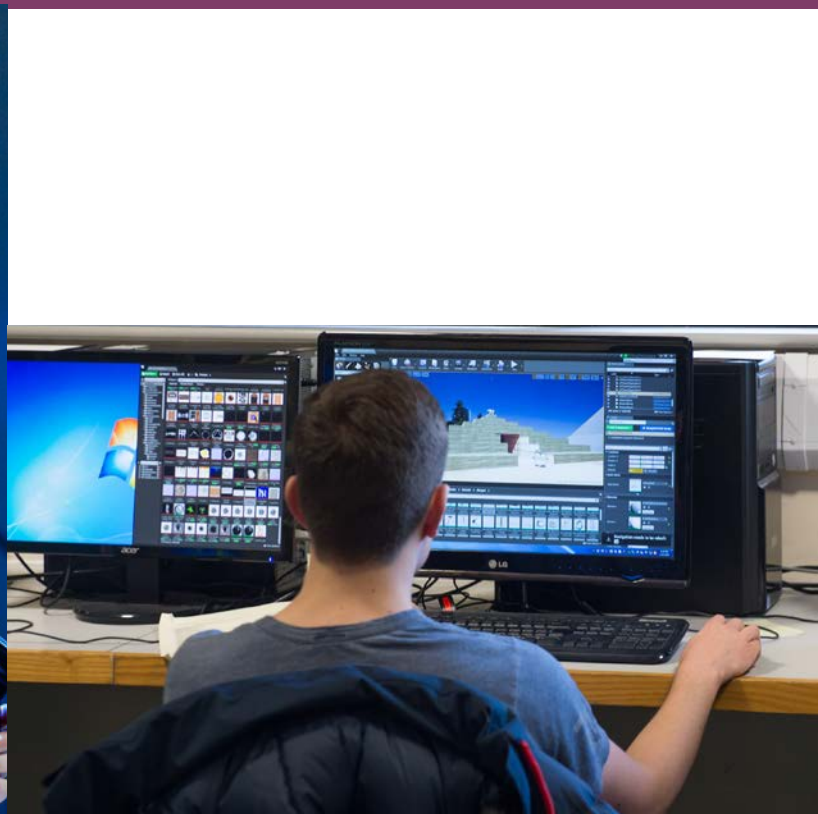
Removing barriers to progression within the College and providing targeted support to learners and staff from marginalised or otherwise disadvantaged communities as part of our approach to progression, internal talent development strategies and cultural change.

Leveraging our influence as an anchor institution, a training partner, a large organisation with purchasing power and a social conscience to drive increasing equality of of opportunity, access and means across the City Region for all our communities.

Working with other anchor institutions and key partners to contribute to an impact that's greater than the sum of our parts, through local and national initiatives that work to overcome and dismantle systemic barriers to success and progression for our marginalised communities.

Developing our most valuable resource – people – to question with compassion the practices we employ, the student experience and the means by which we educate our learners; to role model the behaviour and mindset of an organisation committed to continuously evaluating our own work through an EDI lens.

Ensuring our governance, leadership and everyday practice is informed by a wide and diverse range of people and becomes increasingly reflective of the communities that we strive to serve.

The City of Liverpool College

Collaborating with other key institutions across the city to increase our students' access to Liverpool's unique economic, cultural and social assets.

Taking advantage of the richness of our curriculum and physical assets, sharing the fantastic facilities and experiences we can offer as part of a cross-college approach which expands learners' horizons and enhances the student experience.

Delivering a personal development programme for young people and vulnerable adults that seeks to inspire and support their curiosity about the world and the means to interrogate it as critical thinkers.

We'll work to enhance the social and cultural capital of our students

We'll do this through:

Leveraging our relationships with employers, communities and alumni across the City Region to enhance the student experience and develop the whole learner as well as opening doors and building networks of their own.
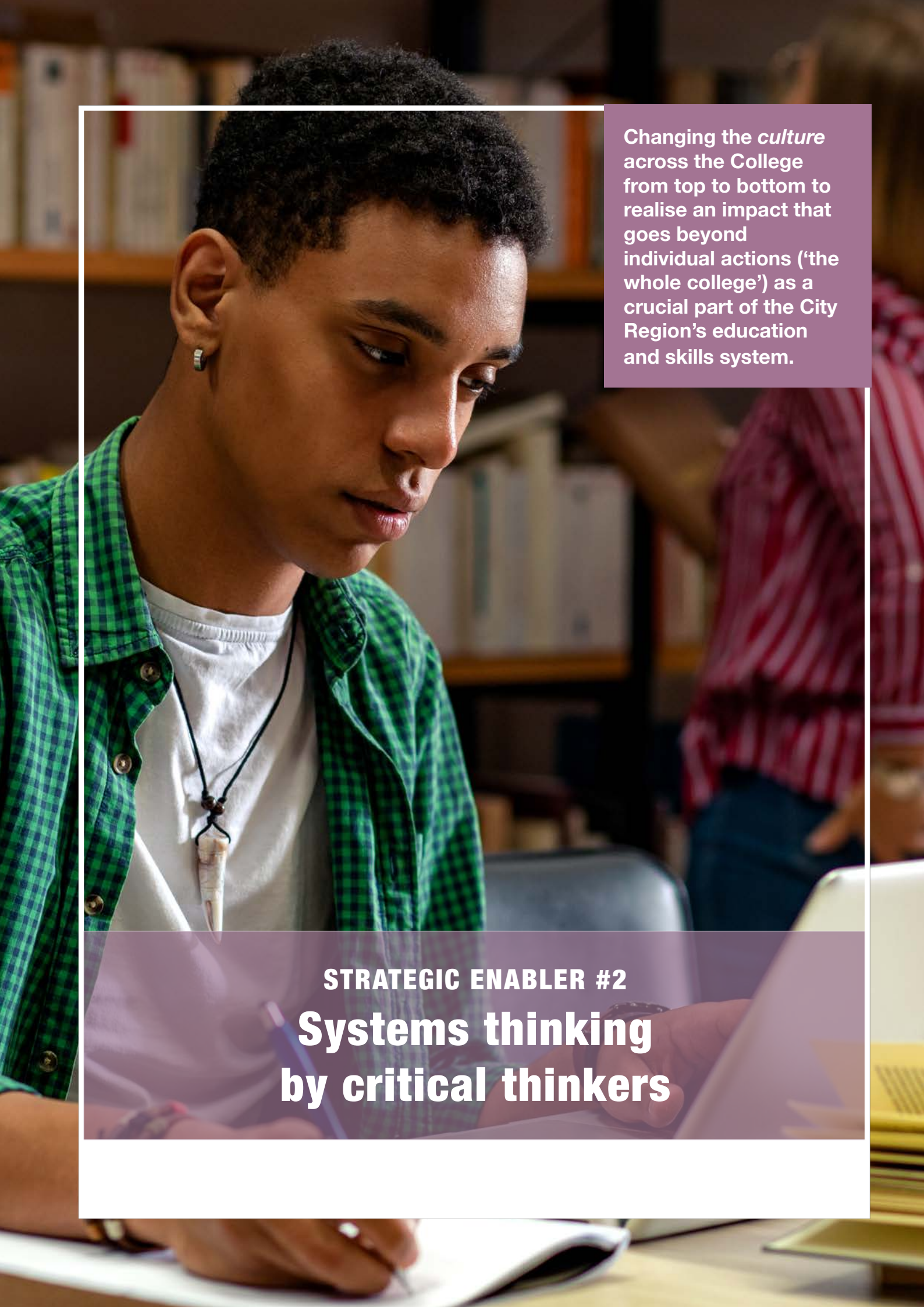
Equipping our learners with a knowledge that goes beyond their qualification and giving them the critical skills to go on and succeed as part of an aspirational and challenging approach.

The City of Liverpool College

Changing the *culture* across the College from top to bottom to realise an impact that goes beyond individual actions ('the whole college') as a crucial part of the City Region's education and skills system.

STRATEGIC ENABLER #2

Systems thinking by critical thinkers

Ultimately, The City of Liverpool College is an organisation centred on people: from each and every individual that works here to each and every individual that walks through our doors. Our strategic plan is built on recognising our place at the heart of the city, and as the skills engine of the City Region; our success in delivering it rests on the people at the heart of the College – our students, our staff and the communities we serve.

We believe that the College has the potential to achieve more than the sum of its parts through a shift in culture and approach, recognising more explicitly the interdependencies within the College and without; understanding the ways in which multiple aspects of disadvantage can be expressed and addressed in turn to support and grow our learners to succeed; supporting our teams to develop the same skills we see as integral to giving our students a competitive advantage – critical thinking, growth mindsets, flexibility, and access to networks of influence and new skills, including digital and technical expertise; challenging our leadership at every level to search for ways to break new ground in providing a truly outstanding student experience that delivers added value to every learner that chooses to come to The City of Liverpool College.

KEY STRATEGIES (OUR PROMISES):

1. We'll take a whole college approach to the whole individual, working to remove individual and systemic barriers to success.

2. We'll step forward as part of a collaborative, united approach to leadership across the city and the Liverpool City Region.

3. We'll amplify our impact within the Liverpool City Region's education and skills ecosystem.

"

Our strategic plan is built on recognising our place at the heart of the city.

"

We'll take a whole college approach to the whole individual, working to remove individual and systemic barriers to success

We'll do this through:

Centring the student journey and experience in every aspect of our work, anchored by our cross-college transformation programme and a 'tell us once' principle.

Enabling improved transition planning to support students stepping into further and higher education, with a particular focus on those students who are care experienced or have additional learning needs.

Growing an intelligence-driven approach to organisational design and development which informs an approach to the student experience that is insight led and enables early interventions and an anticipatory approach.

Commissioning dedicated research into student behaviour and needs to develop a behavioural insights toolkit and inform policy, decision-making and practice across the College, inside and outside the classroom.

Regularly reviewing our student data through an EDI lens and adopting a proactive approach to the specific needs of different groups of learners, with policies and practice changing accordingly.

Building our capacity for critical thinking and double-loop learning across the organisation, embedding an ethos of continuous improvement and adaption at both individual and institutional level.

Developing the organisation as a system of distributed intelligence, capacity and control which supports a holistic approach to students as individuals and a culture of transformation in turning disadvantage to advantage.

The City of Liverpool College

We'll step forward as part of a collaborative, united approach to leadership across the city and the Liverpool City Region

We'll do this through:

Accelerating the city's post-pandemic recovery as part of the Liverpool Strategic Partnership, the Liverpool LEP and in partnership with other anchor institutions and the Combined Authority, driving forward ambitious goals and a shared sense of accountability under common purpose.

Delivering innovation and aligning our curriculum strategy to meet the challenges outlined within the Liverpool City Plan, the local skills improvement plan, and the economic strategy for the Liverpool City Region – future proofing our skills direction to meet future need.

Working together to raise aspirations and support early interventions through behavioural insight and information sharing as part of a multi-agency approach to intervention and targeted support.

Making the very best use of our combined resources to improve life outcomes, reduce inequalities, maximise our impact and create opportunities for those in greatest need.

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Securing the College's position as an alternative provider in those areas where we excel at 14-16 to support young people to remain in education and improve their life chances, leading with the impact of our expertise in sector areas and learning needs.

Working towards an intelligence sharing approach / matrix that supports our aspirations as part of the City Region's 'build back better' approach, enabling insight and targeted intervention that improves progression and the life chances of our students – with a particular focus on students of colour, those who are care experienced and those who are disabled or have additional learning needs.

Further developing our teacher education programmes to support new teachers and upskilling and reskilling the existing workforce across the City Region to strengthen the talent pipeline into industry at every stage.

Seeking additional opportunities to collaborate with a diverse consortium of educational providers (including universities) to create an organic and comprehensive map of educational pathways into employment that meet the needs of Liverpool and the wider City Region, helping to close the productivity gap.

Establishing the College as a critical friend to key stakeholders across Liverpool and the City Region in relation to education and skills.

We'll amplify our impact within the Liverpool City Region's education and skills ecosystem

We'll do this through:

Reaching out not just to secondary schools but primary providers to establish a clear pathway into vocational and technical education through FE – reframing the transition as pull-through rather than a safety net or second chance.

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HIGHER
EDUCATION   Commended for:
            · Quality of learning
            · Links with business
            · Excellence

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