



# STRATEGIC PLAN

2022 – 2025







# Welcome

Welcome to our strategic plan where we explain the mission, vision, values and goals of Grantham College. The mission clearly articulates our purpose and the vision identifies where we want to be in the future. We have set goals that will help us get there and explained some of the actions we will take to achieve those goals but above all it is the people of Grantham College and our shared values that will help deliver this plan for our students and our communities.

Thank you for reading the Strategic Plan for Grantham College. This plan builds upon our significant achievements of the last three years and sets our priorities for the next four years. Despite the pandemic Grantham College continued to focus on our Strategic Goals supporting our students, communities & employers. We collaborated to deliver a new Institute of Technology, restoring an historic building in the process and are close to completing our new Energy Centre. These facilities will support future generations of students to learn valuable higher technical skills and skills that will support emerging green industries. We are ready & keen to play our part in helping society by developing skills to respond to some of the challenges and opportunities we face – climate change, the technology revolution and increasing role of Artificial Intelligence, pandemic recovery, and a post Brexit economy.

Our mission, vision and values and our strategic goals still focus on what we believe is important for our future.

Grantham College will, as always, endeavour to be true to its values and ensure we deliver on our mission: To deliver inspirational vocational, technical, professional and higher education and training that empowers people, businesses and the community to achieve their goals. Fundamentally we continue to strive to contribute to the economic prosperity and social cohesion of the communities we serve.



**Paul Deane**  
Principal & Chief  
Executive



**George Brewis**  
Chair of the  
Corporation

# Our Mission

To deliver **inspirational** vocational, technical, professional and higher education and training that **empowers** people, businesses and the community to **achieve** their goals.

## Vision

We will be an accessible, essential, relevant and trusted partner that delivers improved skills & a love of lifelong learning leading to:

- Better progression opportunities and careers for our students,
- Increased productivity and profitability for employers and
- A thriving local economy and community.

## Strategic Goals

1. Ensure that student and apprentice progression, employability and career opportunities are central to everything we do so that we help to improve social mobility, reduce employers' skills gaps and support the creation of a thriving and sustainable local economy and community.
2. Develop and deliver a vocational, technical, professional and higher education curriculum which supports the above whilst increasing access & inclusivity.
3. Maintaining a financially robust and sustainable organisation that allows us to continue to invest in delivering our mission.
4. Create a values driven organisation where all staff are supported & empowered to deliver the above, continuously improve & inspire our students to strive for and achieve the highest standards.

## Our Communities

Although Grantham College serves primarily its local community which includes both students and employers, we also work with employers across the region and recruit students from a national base to our specialist Table Tennis Academy. For us community also describes our relationship with key stakeholders such as the local Employer Representative Bodies, the Local Authorities, the Local Enterprise Partnerships and other education providers.





# Our Core Values

# STRIVE

## Supportive

We will support & inspire others to achieve their goals, be positive & champion the joy of learning, inclusion & social mobility. We want our students to do well, be well and learn in a protective and safe environment.

## Teamwork

We will take collective responsibility in delivering our mission and supporting each other. We commit to work with relevant partners, including employers, to deliver our mission.

## Respect

For each other, valuing equality & diversity, respecting the environment. We commit to reducing carbon emissions, waste & a careful management of scarce resources.

## Innovation

We commit to adapt and develop our services to ensure they remain relevant to those we serve. We will embrace new technology that empowers people, businesses and the community to learn and achieve their goals. We will educate students and communities to build a more sustainable future, develop green skills and support the creation of green businesses and jobs.

## Values Driven

We will always be focussed on our values, mission and the people we serve, doing our best to deliver value for money for them.

## Excellence

We will strive for the highest standards & continuous improvement.







# About us

**Grantham College is a small general further education college based on four sites in the town of Grantham.**

We offer provision from entry level to higher education in a broad range of subject areas. We are recognised as a good quality provider by Ofsted for all of our provision types and by the Office for Students under their Teaching Excellence Framework for Higher Education for which the college received a Silver Award. We are also financially strong and recognised as having good financial health by the Education and Skills Funding Agency (ESFA).

The College was established in 1948 and had 48 students on predominately engineering provision. Now, almost 75 years later, the college is supporting closer to 3000 people each year to improve their skills. Engineering provision is still important to us and the local economy and our apprenticeship provision is a key part of what we do. Our other vocational provision also meets local skills needs and those identified by the Greater Lincolnshire Local Enterprise Partnership and include

(although not limited to) Health & Social Care; Business and Management; Construction; Animal Care; Sport; Visual & Performing Arts; Public Services and Computing. In addition, the provision of English and maths to support our students is important to us as is our community provision and the significant work we do on a range of projects to help people back into work or to improve their skills for work.

Rooted in the local community the college has a strong history of partnership working to deliver our mission. We work with a range of partners including employers large and small, local schools, colleges and universities across the region.



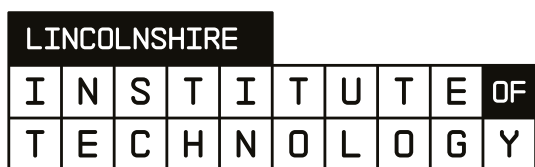


The College has developed Higher Education provision in recent years opening a University Centre in Elsham House in 2019 and the Institute of Technology in 2022 in Stonebridge House.

The college is proud to protect these historic assets by bringing them into use to support the next generation acquire the higher level skills needed by the local economy.

The College works in partnership with Bishop Grosseteste University in Lincoln to validate some of its provision and the University of Lincoln and other local colleges as part of the Lincolnshire Institute of Technology. The aim is to offer a high quality, value for money and accessible offer to develop and retain the higher level skills that the local area needs.

The College works with a range of partner organisations to deliver externally funded projects such as Lottery funded projects as well as with a range of employers delivering apprenticeships and bespoke training.



**BISHOP  
GROSSETESTE  
UNIVERSITY**



# Policy & Economic Context

The College, whilst having a clear mission and vision, operates within a very complex and dynamic environment and this Strategic Plan aims to respond to national government policy as well as local and regional need.

The college has and must continue to adapt to meet the challenges created by the pandemic, climate change, the war in Ukraine, AI & automation, Brexit, devolution, severe skills shortages and new legislation such as the Skills & Post-16 Education Act and associated reforms. Successfully levelling up the UK will require significant and sustained investment in skills, both capital and revenue. Grantham College is investing in both facilities and people and is determined to make Grantham College one of the most exciting and desirable places to work to ensure that we retain and attract the best people and resources to deliver our mission.

We are responding to the above with new provision including T Levels, Skills Bootcamps and Higher Technical Qualifications across a range of sectors, often delivered in newly refurbished facilities with new equipment. Our provision will focus both on immediate and future skills needs to tackle the challenges and opportunities of climate change, AI & automation. We are hopeful that there will be opportunities that arise from the Multiply and Turing schemes and the UK Shared prosperity Fund that will support us in delivering our mission as ESF and Erasmus funding has done in recent years.

We will support the work of local Employer Representative Bodies in developing Local Skills Improvement Plans, carefully watch the outputs from the new Future Skills Unit which will look at the data and evidence of where skills gaps do and will exist and in what sectors.

The college continues to receive a significant proportion of its income from central government and has had to adapt to significant real terms cuts to this income over recent years and real terms cuts to funding per student. The college has continued to adapt successfully to changes in government policy and priorities, maintaining high standards whilst remaining a strong and resilient institution.

As ever successful reform of skills will depend on the successful timing and resourcing of new initiatives if they are to truly improve social mobility and solve the skills and productivity gaps that have hindered our businesses and economy. One thing is certain, our mission, vision and values will continue to guide us through the period of change ahead ensuring that we continue to strive to deliver for our students, apprentices, employers and community.

"Even at the age of 39  
I thought my chance had  
passed, how wrong I was.

2 years later and a degree under my  
belt, I achieved my dream thanks to  
the staff at Grantham College".

- Leanda Evans





## Implementing & Monitoring the Strategy

The Senior Leadership Team of the College will agree appropriate SMART targets for each year of the strategy with the Governors of the college and report progress on these to each relevant Committee and Corporation meeting via college dashboards covering quality, finance and other issues. Each SMART target on these dashboards will identify which of the Strategic Goals it is related to so that progress is regularly monitored.

Below we outline some of the actions we will take to achieve our Strategic Goals.

### GOAL 1

Ensure that student and apprentice progression, employability and career opportunities are central to everything we do so that we help to improve social mobility, reduce employers' skills gaps and support the creation of a thriving local economy and community.



#### We will achieve this by:

Identifying where the pandemic has had a detrimental impact on students/apprentices and implementing appropriate support to support successful progression

Increasingly embed employability, work experience and career progression into our curriculum design & delivery and enhance our employer engagement to support student's skills

Improving student & employer satisfaction by increasingly using student & employer feedback to improve the college

Ensuring teaching, learning and assessment is focussed on student progress and skills development including the soft skills valued by employers

Regularly reporting on the progress of our students and apprentices to them, their parents and employers

Improving attendance rates

Improving achievement rates and the percentage of courses above national average rates

Improving the percentage of students that are making good or better progress & improving their soft skills that enhance their employability

Improving the percentage of students that progress to a positive destination

Develop our recording of destinations to identify and improve the percentage of students progressing to a positive destination in a sector relevant to their studies

Run more progression & careers events

Ensuring a good or better Ofsted grade

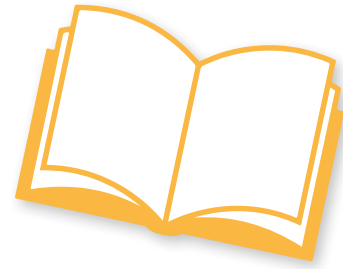
Maintaining a Silver or better TEF award

Improving DfE progress measures



# GOAL 2

Develop and deliver a vocational, technical, professional and higher education curriculum which supports the above whilst increasing access & inclusivity.



## We will achieve this by:

Giving even greater priority to Labour Market Intelligence and scrutiny of student destinations and the sectors they progress to when planning our curriculum

Increasingly involve employers in our business & curriculum planning including having due regard to the Local Skills Improvement Plan, ensuring all curriculum areas engage with employers, their representative organisations, the LEPs and local authorities to identify skills gaps and priorities when developing curriculum

Increasingly embed employability, work experience and career progression into our curriculum design & delivery

Ensure that in designing the curriculum all students are exposed to relevant sector specific masterclasses, CV review and interview from industry specialists to support career progression

Increasing the recruitment of 16-18, adults, HE students and apprentices

Raise awareness of our offer & highlighting the positive destinations and careers our students achieve

Implement our T Level Implementation Plan

Reducing any gaps between the performance of different groups of students

Delivering our Higher Education Strategy, Access and Participation plan

Encouraging Governors to review curriculum plans to enhance scrutiny & development

Including employer engagement in the review/appraisal process

"Excellent tutoring and support at all times throughout the course, even though my course is 'part time'.

Safe and comfortable environment with a mix of modern and older equipment, which is more realistic to what you would find in real industry."

- James Whittle

# GOAL 3

Maintaining a financially robust and sustainable organisation that allows us to continue to invest in delivering our mission



## We will achieve this by:

Maintaining at least a 'Good' ESFA financial health rating

Meeting all bank loan covenants

Closely monitoring cash flow and ensuring a net cash inflow

Hitting the student number and income targets in our financial plan

Securing new income streams

Ensuring costs are controlled in line with our financial plan

Monitoring and improving the financial contribution of all curriculum areas

Investing in facilities and equipment that meet student and employer expectations

Monitoring and improving staff and estate utilisation

Reducing waste and promoting sustainability and net zero carbon emission ambitions

Securing savings through an effective procurement policy & collaborating to save costs

Designing a curriculum that embraces new technology to enhance learning and deliver efficiently

Investing in staff development that supports innovation, promotes the sharing of resources and efficiency in delivery

Promoting staff wellbeing and reducing staff sickness levels

Including financial targets in staff appraisal/ review to encourage ownership

Develop our Estates Strategy to ensure it continues to support the achievement of our Strategic goals and net zero carbon emission ambitions

Ensure audit reports are unqualified and provide overall substantial assurance

"I love the Foundation Course at Grantham College.

I love how well we work together to achieve our aspirations, share our experiences and collectively think together to shed some light from all different backgrounds.

The course is a fantastic starting point allowing us to gain experience whilst gaining further knowledge to improve on our practice."

- Lauren Rudd



# GOAL 4

Create a values driven organisation where all staff are supported & empowered to deliver the above, continuously improve & inspire our students to strive for and achieve the highest standards.



## We will achieve this by:

Focussing on how we can improve staff wellbeing, become a more attractive employer to potential applicants

Focus on improving student wellbeing so that students can fulfil their potential

The Senior Leadership Team (SLT) meeting with all new staff individually to share our mission, vision and values

Increase the opportunity for existing staff to share ideas about how we can collectively improve the college with CLT & SLT

Embed our values by integrating them into staff appraisal and review

Delivering frequent SLT and CLT briefings to ensure open, honest and transparent communication and a sense of shared purpose

Generously sharing teaching resources, expertise & best practice

Increasing participation in the staff survey and responding to issues to improve staff satisfaction

Increasing investment in CPD & focussing CPD on industrial updating and how to deliver teaching learning and assessment that inspires & motivates students to succeed

Prepare staff to deliver new courses including T Levels, HTQs & Skills Bootcamps

Develop the Review/Appraisal system to encourage & reward cross college communication, teamwork, collective responsibility and supporting each other

Encourage partnership working, particularly with employers

Celebrate the excellent work of the college both internally & externally to create a shared purpose & pride in our work

Develop the diversity of our Governing body to ensure it is representative of our communities

Ensure that students residing at the college are welcomed and supported into the college community, provided with excellent facilities and the opportunity to provide feedback on their experience





# Community & Employer Success



Allison Homes came to visit construction students.

They wanted to let our construction students know about some fantastic apprenticeship vacancies they are offering as they expand in the local area.

Students were shown the promising careers waiting for them in construction and had the opportunity to ask any questions they might have about Allison Homes and the industry in general.

Thank you Allison Homes for your visit, we hope our students and you can 'build' a bright future together.



Our Institute of Technology has been officially launched! Students, staff and employers watched as the IoT received its first award for 'Excellence in EPA delivery' followed by tours of its cutting-edge facilities.

Grantham College officially opened our Institute of Technology, a new, state-of-the-art £2.6 million centre for Higher Education and Digital Skills. MP Gareth Davies cut the ceremonial ribbon and gave a speech along with our Vice Principal Dr Steven Peacock and our chair of governors George Brewis.



The IoT has been open and serving students since November 2021, and has already gained some recognition for its high standard of teaching, with Rebecca Hollamby of the City and Guilds organisation attending the event to present the college and the centre with an 'Excellence in Engineering' plaque, recognising the colleges high pass rate and number of distinctions on our Maintenance and Operations Engineering Technicians course for apprentices, an achievement the IoT has been critical in achieving.

[Read the full article on our website.](#)

The Learning Development students and staff came together to celebrate the Queen's 70 years of service with a Jubilee party and a Jubilee cake sale.

A fantastic amount of £215.54 was raised!



The IoT went on tour to the IoT Techfest in Lincoln!

Earlier this week staff and students from our Institute of Technology met at Lincoln College for an event bringing together the eight IoTs across Lincolnshire. Approximately 150 students from Lincoln College (UK), University of Lincoln, Boston College UK, Grantham College & University Centre, Riseholme College, Lincoln UTC, North Lindsey College and The Grimsby Institute attended.

This was an interesting time for all involved, who got to see what great work other IoTs in the area were doing and learn about the network of institutes they were now a part of, each with their own specialisation.

Grantham College's own VR demonstrations went down a treat, with great knowledge and public presenting skills being shown all round. Good work everyone!



Grantham College and University Centre has welcomed hundreds of adult learners into college this year to benefit from our free part-time courses across a huge range of subjects.

Sweet Angels Nursery travel the world!

Sweet Angels Nursery children checked in with Grantham Air and boarded a flight to Disneyland Paris!

They were welcomed on-board, watched the safety demonstration and then some of the children tried on the life jackets, even if they were a little big. Refreshments were served whilst the children watched Disney songs on the in-flight entertainment system. They were also given Disney characters to colour in. They finally landed at Disneyland Paris at 10.30am. The children disembarked and received a certificate for flying with Grantham Air.



RAF Wittering Police Flt recently hosted students from Grantham College & University Centre, giving them an insight into life in Royal Air Force and a career in the RAF Police.

Students enjoyed getting involved in practical activities during the visit, including a mock vehicle search.



Grantham College Table Tennis Academy are the Men's ETTU Europe Trophy Region A Champions.

The team travelled to London to compete in the first ever Europe Trophy, winning all their group matches and their resulting final match against Draycott and Long Eaton TTC 3-1, and claiming the trophy.

Congratulations to Luc Miller, Callum Evans, Jordan Wykes, Adam Dennison and coach Vidal Graham on their amazing success!



Grantham college students, the public and secondary school pupils explore their future at careers fair.

Grantham College & University Centre, in collaboration with the Job Centre welcomed visitors on campus for their careers & progression fair, for the first time since the Covid interruptions.

The event brought together nearly 40 local employers and services to the exhibition on Tuesday, including McCains, DHL, Belton House, Fruehauf, Bluebird Care, Moy Park, the Army Reservists and many more.



We recently hosted a Culture in the Community event that was open to the public, schools and students.

Community-based cultural event bring people together in many ways that express their ideas, traditions and values.

It was an insightful & fun day discovering local community groups in and around Grantham and Higher Education at Grantham College.



The college has been involving itself in community efforts to aid Ukraine. This started with joining the collection organised by Mr Madejski from Walton school. Following Mr Madejski's commencement of the appeal we asked our staff and students for donations of critical items such as: blankets, sleeping bags, tinned food, nappies etc.

Donations were taken to Walton prior to them being transported to Ukraine. The donations were destined for Tuchów, a Ukrainian town to which many Ukrainians are fleeing as the war progresses, and Mr Madejski's hometown.

Our Apple Tree Restaurant hosted a charity event to support the people of Ukraine.



*Believe in yourself,  
Because we do!*

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