



OUR
STRATEGY
TOWARDS
2030





Carlisle College is a welcoming, inclusive and inspiring place. Our unwavering focus, in a period of remarkable change, remains on people, their skills, knowledge and future employment. This Strategic Plan looks ahead through a significant timespan, and a vision in which the very best teaching and training, extended to reach higher level and specialist skills, gives all our learners the abilities and mindset to thrive in a technology-rich future in our region and beyond. This Strategic Plan is not just a collection of intentions; it has been created through extensive consultation and states not just what we strive to achieve, but sets out our reasons why.

Sarah McGrath
Principal
Carlisle College



Carlisle College plays a major role in Cumbria's skills system by providing a flexible, high quality provision designed to support the economic growth needs of our businesses. Importantly, the college is fully committed to providing an excellent experience for all of its learners. The LEP works in close and successful partnership with the College, which is a key member of the People, Employment and Skills Strategy Group, which undertakes the Skills Advisory Panel function for Cumbria to ensure that provision fully meets the need of the economy and businesses.

Jo Lappin
Chief Executive
Cumbria LEP



Carlisle College provides a huge variety of courses that prepare young people to work in an array of businesses and institutions in Carlisle and beyond. The College has developed talented young people for my business for many years and has become a valued and trusted partner.

Alan Wilson
Engineering Manager UK
Pirelli &
Enterprise Advisor
for Carlisle College



Carlisle College is on a mission to enable social mobility and economic prosperity through exceptional education and is committed to its students, teaching and creative professionals, business partners and communities.

The College is already a thriving institution at the heart of Carlisle's growing economy, developing learning opportunities that meet our local skills needs and preparing students for their future careers.

This strategy seeks to ensure that Carlisle College continues to fulfil and extend its role as a key education leader as part of NCG, supporting students on their educational journey and providing strong connections to future employers and higher education opportunities.

Darren Crossley
Chair of Board
Carlisle College

OUR STRATEGY TO 2030

The Carlisle College Strategic Plan Towards 2030 is aligned to NCG's Strategy. Its aim is to deliver the College's vision to empower learners and businesses through excellence and innovation to support local and regional prosperity, as a key player in NCG's position as the UK's leading College Group.

At the time of writing, we are in a period of remarkable change. The UK has experienced both regional and national lockdowns, with person-distancing now the norm and continued and changing restrictive measures in place for many parts of the country. By May 2020, the economy had shown some signs of recovery following a rapid 19% shrinkage over the previous three months, although this was much weaker than expected (1). Consequently, an estimated 50% of UK businesses expect to make redundancies (2) and unemployment is set to rise from 3.9% to 11% by September 2021 (3). In Cumbria, the accommodation and food sector and other people-facing service sectors have been the hardest hit. (4).

Young people (18-24 year olds) will be particularly affected by the impact of C-19 on the economy, with as many as 1 million expected to be out of work by the end of the year (9). The Government has responded to this issue through employer incentives for Apprenticeships and Traineeships, alongside a national scheme to fund school and college leavers to complete a third year of college study. These schemes align well to our strategy to grow and deliver high quality apprenticeships and demand-led training for employers.

The Government has recently launched a £3 billion green investment to support 140,000 green jobs, upgrades to buildings and targeted reductions in emissions. 1.5m jobs performed by people are at high risk of automation (being done by machines) (9) and it is estimated that AI could bring £630 billion extra to the UK economy by 2035, with skilled experts in short supply. Our strategic plan and curriculum must align to these opportunities to optimise employment prospects for our students.

Brexit is adding to the economic challenges; Cumbria may be particularly affected due to a high reliance upon public sector employment and the visitor economy (4). Within the Cumbria Local Enterprise Partnership (CLEP) area, there are already shortages of high-level, technical and specialist skills in the workforce and Brexit is expected to widen these gaps. But the county's major concentrations of expertise in sectors such as clean energy generation, advanced manufacturing, biosciences, pharma and the visitor economy represent the greatest opportunities to support our economy to recover. The Cumbria LEP has identified key areas of strategic importance - Advanced Manufacturing, Energy, Construction and Digital, alongside Professional and Business Services, Transport and Logistics and the Visitor Economy (5).

In addition to the challenges of Covid-19 and Brexit, the College is located in one of the slowest growing population areas of the UK, and the declining working-age population suggests a looming workforce deficit of over 20,000 people emerging over the next 10 to 15 years. Adding to this, our rate of workforce with higher qualifications (Level 4 and above) at 31% is one of the lowest in England (5). Although there is much to be positive about with the progress and attainment of young people across the county, which is often ahead of national averages, there is a marked gap in attainment of children from disadvantaged backgrounds compared to their peers in secondary schools. The proportion of Cumbrian students who leave Cumbria for study and do not return is higher than average. Cumbrian employers frequently report an increased demand for higher-level skills and there are rapid changes in technology and working practices across all sectors requiring these. The need to provide these is therefore pressing, and with these significant external challenges emerge opportunities, to which it is vital that this Strategy and its objectives align and articulate.

The College clearly has a central role to play in supporting this, particularly through our high quality technical and vocational offer, our developing HE programmes and access to the Degree Awarding Powers possessed by our group; our strategic objectives in this document are designed to support the Cumbria LEP to achieve its plans.

Clearly, it is a very exciting time to be leading a College, particularly within a large and influential national group such as NCG. The recent speech by the The Secretary of State for Education acknowledged that for too long FE has been the poor relation to the school and university sectors but it has now been placed at the heart of the nation's economic recovery:

(as we recover from covid-19) ... "further education will be even more important than ever. The development of technical and vocational skills, the greater embedding of digital skills – will be vital to charting our course to recovery" ... "There will be a tremendous need for upskilling, reskilling and retraining..." (10).

Our ability to offer flexible, practical training aligned to jobs is exactly what this city, region and country needs. Carlisle College, its vision and strategic aims are at the very heart of that mission, and I commend this Strategic Plan Towards 2030 to you.

Grant Glendinning
Executive Principal
NCG North



REFERENCES

1. Office for Budget Responsibility
2. YouGov survey Jul, 2020
3. Bank of England, Jun, 2020
4. CLEP, Jun, 2020
5. CLEP, Local Industrial Strategy Feb 2020
6. DfE, 2018
7. OECD Survey of Adult Skills, 2012
8. Institute for Public Policy Research, July 2020
9. Office for National Statistics, 2017
10. Speech by the Education Minister Gavin Williamson, July 2020.

CARLISLE COLLEGE AND NCG

Carlisle College is proud to be part of NCG, one of the country's leading college groups.

We are one of seven colleges across the country that make up NCG, meaning we're a key part of providing education and training to learners, apprentices and employers across the UK.

NCG's mission is to enable social mobility and economic prosperity through exceptional education. This mission sits at the heart of Carlisle College and every college in our group plays an important role in achieving it.

Through ambitious teaching, innovative courses and outstanding learning environments, NCG and all of its colleges aim to

inspire excellence, spark curiosity and make a real impact on our learners and communities.

Being part of NCG enables all seven colleges to work collaboratively to achieve these goals.

Separately, we each work in close partnership with employers and local industry to offer education and skills

training that leads to real employment opportunities for our learners and makes strong local economic impact.

Together, we share expertise, support each other to grow, help each other to innovate and accomplish real change for young people, communities and economies across the country.



OUR MISSION

Enabling social mobility and
economic prosperity through
exceptional education.



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I loved the course from the second I saw it in the Carlisle College course guide. It's really interactive and very practical and the facilities, equipment and tutors are just amazing.

Tia Theodorakis,
Music Student



OUR **VISION**

To be the UK's leading
college group recognised for
our local impact, national
influence and reach.

STRATEGIC OBJECTIVES

2020-2030

EXCEPTIONAL TEACHING AND LEARNING

What are we striving for?

As the region's leading college, we will attract and invest in the development of the most talented teaching professionals, to offer an exceptional learner experience which all colleagues, students and our communities are proud to recommend.

Why?

In a period of remarkable change, the region's young people and adults deserve, need and expect the highest quality learning experience and a curriculum to launch their future careers.

2023

- *Ofsted Good rating*
- *Top 25% QDP & NSS student satisfaction*
- *Top 10% nationally for FE outcomes*

2025

- *Ofsted Outstanding rating*
- *Top 25% QDP & NSS student satisfaction*
- *Top 10% nationally for FE outcomes*

2030

- *Ofsted Outstanding rating*
- *Top 5% QDP & NSS student satisfaction*
- *Top 5% nationally for FE outcomes*

2023

- *Top 25% student sustained destinations*
- *30% of our L3 vocational students progress to NCG HE programmes*
- *A regional recognition award achieved*

2025

- *Top 25% student sustained destinations*
- *40% of our L3 vocational students progress to NCG HE programmes*
- *2 regional recognition awards achieved*

2030

- *Top 10% student sustained destinations*
- *60% of our L3 vocational students progress to NCG HE programmes*
- *2 regional, 1 national award achieved*

EMPLOYABILITY, ENTERPRISE AND ENRICHMENT

What are we striving for?

An innovative and aligned curriculum informed by knowledge transfer from industry, which rises to the region's skills challenges and produces students ready for the workplace who can respond to the jobs of the future.

Why?

Retraining, upskilling and delivering high level skills will dominate local and national priorities if the Northern and UK economies are to rebound from economic shock. Carlisle College has a dual mandate: meeting future specialist skills demand, and warding against unemployment within our region.

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Apprenticeships are a key driver of skills and productivity growth within our region. We are proud to be currently working with over 350 employers and over 700 apprentices in the local area.

Apprenticeships help young people to pursue their career ambitions, whilst future-proofing local businesses and their workforce.

Martin Norris,
Business Development Manager,
Carlisle College



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BUILDING OUR REGION'S WORKFORCE

What are we striving for?

Carlisle College will be part of NCG's Apprenticeship Hub, a service spanning East coast to West coast and the region's go-to place for workforce planning serving Cumbria and the North-East.

3

Why?

Hand in hand with economic recovery, Apprenticeships launch well-paid, meaningful careers. Significant skills gaps within Cumbria are likely to be compounded by the UK's departure from the EU, especially in higher, technical and specialist skill areas, whilst measures arising from the pandemic threaten historic unemployment.

2023

- 900 apprentices on programme
- Top 25% employer satisfaction rates
- 5% above national achievement rates

2025

- 1,000 apprentices including 100 higher / degree apprenticeships
- Top 20% employer satisfaction rates
- Top 25% of national achievement rates

2030

- 1,500 apprentices including 250 higher / degree apprenticeships across the Hub
- Top 10% employer satisfaction rates
- Top 10% of national achievement rates

2023

- 200 students studying at Level 4+
- Teaching Excellence Framework Silver
- 5% increase in high value GO outcomes

2025

- 300 students studying at Level 4+
- Teaching Excellence Framework Silver with Gold features
- 5% increase in high value GO outcomes

2030

- 500 students studying at Level 4+
- Teaching Excellence Framework Gold
- 5% increase in high value GO outcomes

EXPANDING THE HIGHER EDUCATION OFFER

What are we striving for?

Leveraging the power of NCG's perpetual Taught Degree Awarding Powers to create niche specialisms which driving higher level skills for the region, we will become the provider of choice for higher vocational, technical and professional education in Cumbria.

Why?

Cumbria has one of the lowest rates of degree qualified residents of the UK; located in the regional population centre, in collaboration with partners, with our unique degree awarding powers we can create progression escalators across all of our specialisms from entry level to degree and beyond.

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LEARNING ENHANCED BY TECHNOLOGY

What are we striving for?

Technology will augment and strengthen all aspects of the learning experience at Carlisle College. Implementing our Digital Strategy, learners will access their programmes using technology wherever it adds value, but acquire skills, confidence and know-how to harness it for life and work.

Why?

Unprecedented change has accelerated digital transformation, and in a region requiring higher levels of skill, and an awareness of the critical importance of inclusive digital growth, our learners require the tools and the skills to thrive in future economies.

2023

- *60% courses enriched by >20% quality assured online elements*
- *Top 25% QDP student satisfaction for learning technology*

2025

- *80% courses enriched by >20% quality assured online elements*
- *Top 20% QDP student satisfaction for learning technology*

2030

- *All courses enriched by >20% quality assured online elements*
- *Top 5% QDP student satisfaction for learning technology*



“

My experience at Carlisle College has been great. It's a very nice, friendly, cooperative and inclusive environment to study. Joining the Nurse Cadets programme has given me great insight and practical hands-on experience to confirm that I have chosen the right career path for me.

Luke Irwin,
Health & Social Care Student

2023

- 50% of colleagues are graduates from NCG's Leadership Hub, and 50% form NCG Communities of Practice
- 85% of observed sessions exceed NCG standards

2025

- 80% of colleagues are graduates from NCG's Leadership Hub, and 50% form NCG Communities of Practice
- 90% of observed sessions exceed NCG standards

2030

- 100% of colleagues are graduates from NCG's Leadership Hub, and 50% form NCG Communities of Practice
- 100% of observed sessions exceed NCG standards

HIGH PERFORMING COLLEAGUES

What are we striving for?

To deliver exceptional education, Carlisle College has a dedicated team of creative professionals, many of whom are dual professionals with industry and teaching backgrounds.

Why?

Colleagues are aspiring, ambitious and inspiring leaders of the future, with the highest expectations and standards, striving for excellence.

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LEADING WITH PARTNERS, FOR OUR COMMUNITIES

What are we striving for?

Carlisle College is a dynamic nucleus for our city, shaping the skills agenda for our region, bringing social mobility for Cumbrian residents and contributing to civic engagement and societal transformation.

Why?

Carlisle is set to benefit from a number of developments in the coming years, which will add to its population, generate a greater need for services, encourage investment and position Carlisle as the regional and economic capital of the Borderlands. In a changing and uncertain world, the College plays a critical role in preparing local people to meet the demands that change will bring.

2023

- *50% of College departments engaged with voluntary activity and social action*
- *College partnerships benefitting students exceed 600*
- *College leaders are members of 10 local or national bodies, adding value for our communities and sector*

2025

- *70% of College departments engaged with voluntary activity and social action*
- *College partnerships benefitting students exceed 800*
- *College leaders are members of 15 local or national bodies, adding value for our communities and sector*

2030

- *All College departments engaged with voluntary activity and social action*
- *College partnerships benefitting students exceed 1,000*
- *College leaders are members of 20 local or national bodies, adding value for our communities and sector*

2023

- A 2% improvement to 2021 annual surplus
- 50% of College estate meets NCG 'Silver Standard'
- Above average learner satisfaction for quality of resources

2025

- Top 25% in our sector for surplus as a % of turnover
- 80% of College estate meets NCG 'Silver Standard'
- Top 25% learner satisfaction for quality of resources

2030

- Top 20% in our sector for surplus as a % of turnover
- 90% of College estate meets NCG 'Silver Standard'
- Top 20% learner satisfaction for quality of resources

INVESTING IN OUR FUTURE

What are we striving for?

Generating healthy surpluses to reinvest for the best possible learning experience.

8

Why?

Creating an exceptional, inspiring learning environments needs continual investment. In a changing and challenging world we will need to maintain and improve financial resilience and sustainability through income growth and diversification, effective and efficient planning and responsiveness and prioritisation.

“

I gained my PGCE at Carlisle College in 2011, since then, I have been able to pass on my skills and experience and give others an incentive in life by raising aspirations. I have had the pleasure of seeing my students gain confidence and improve communication, teamwork and employability skills.

Melanie King,
Skills for Independence
and Work Course Tutor,
Carlisle College



OUR VALUES

We value and empower people by:

Being both **inclusive**
and **diverse**



Trusting and **respecting**
our communities



Taking **ownership** whilst
working **collaboratively**



Inspiring **excellence**
and **curiosity**

NCG STRATEGIC PILLARS

VISION

To be the UK's leading college group recognised for our local impact, national influence and reach.



QUALITY

Exceptional teaching, learner experience and outcomes

CURRICULUM

Innovative, relevant courses and qualifications

PEOPLE

Ambitious and responsible educators and leaders

FACILITIES

Outstanding digital and physical learning environments

FINANCE

Financial sustainability powering reinvestment

REACH

Impactful external engagement and civic commitment



A GREAT
PLACE **TO LEARN**

A GREAT
PLACE **TO TEACH**

A GREAT
PLACE **TO WORK**

A GREAT
PLACE **TO LEAD**



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