

STRATEGIC PLANNING FRAMEWORK 2022-27

Transforming lives and communities
through innovative learning
and partnerships



INTRODUCTION

VISION, MISSION AND VALUES



Andy Berry
Principal and CEO

As we begin to look to the future, we have developed a strategic planning framework for 2022-2027. I hold the unwavering belief that if we harness education and skills training, we can secure economic growth and prosperity for business and communities.

Now, more than ever, we need to respond to the significant challenges and opportunities ahead. We are well connected locally, regionally and nationally, we are financially resilient and well placed to support our partners in Somerset to regenerate the economy and help attract inward investment to the region.

Our Vision and Mission statements have evolved to more clearly articulate our strategic direction and purpose. We have also defined a clear ambition for each of our provision types, along with clearly defined priorities.

Our four overarching strategic aims have been developed in response to the current context and our overall vision. In addition, the framework identifies three cross cutting themes that will influence our response to the climate emergency, digital transformation, and our continued work to strengthen equality, diversity, and inclusion for all.

We have also developed ambition statements for each of our provision types, developing for each one defined strategic aims.

The safe delivery of inspirational teaching, learning and assessment will remain our core priority. We will continue to inspire all our students to achieve their full potential, by delivering a high-quality inspirational experience. As an anchor organisation embedded into our community, we commit to working in partnership with all our stakeholders to deliver our Vision.

We are excited about the opportunities that the next few years will bring.



CROSS CUTTING THEMES

The three key themes are:



DIGITAL TRANSFORMATION



OUR RESPONSE TO THE CLIMATE CRISIS



EQUALITY, DIVERSITY AND INCLUSION



STRATEGIC AIM OUR PEOPLE

Unlocking potential, enabling everyone to thrive

We will:

- Work together and support one another to enhance our well-being
- Promote talent retention and personal development to unlock individual potential, support career progression and workforce planning
- Further develop managers and leaders to ensure they embody our ambition, values, and culture
- Attract a diverse workforce that positively contributes to the delivery of our shared Vision.

Mark Atyeo, Facilities Manager at BTC, said:

"Completing an apprenticeship whilst working was not an easy option. It took a lot of hard work and commitment, however, I am really proud of my achievement."

The professional qualification cemented my experience and enabled me to explore and further develop my skills. Having completed my apprenticeship I felt confident in applying for my next career step and was successful when applying for a promotion. It was hard work but I would thoroughly recommend it."



STRATEGIC AIM OUR STUDENTS

Inspiring our students to succeed

We will:

- Continuously strive to deliver inspirational teaching, learning and assessment
- Provide a supportive, safe, and inclusive environment for all
- Empower and support all students to make exceptional progress that leads to positive destinations
- Develop English and maths skills to support future opportunities.

Bradley Croucher, A Level student said:

"The Pathways to Oxbridge group, part of the Honours Academy, has helped me carve out the best post-college future I could have envisaged for myself. I was given feedback on my personal statement through its several iterations to ensure my university application could be as successful as possible. My greatest achievement was getting an offer from Oxford university."



STRATEGIC AIM OUR PARTNERSHIPS

Driving economic development, business innovation and individual success

We will:

- Create highly responsive curricula with our partners, aligned to individual, local, regional, and national economic priorities
- Partner with employers to understand their challenges and unlock their potential through training and business solutions
- Support our communities to flourish through partnership, driving inward investment, social mobility, and economic regeneration
- Work with partners to enhance our students' experience and aspirations



Nursing T Level to Degree

The NHS are supporting the development of a 'Build a Nurse' programme in which we recruit students onto the new T Level programme with a pathway through to the completion of a nursing degree.

Ethna Bashford, Director of Patient Care - Professional Practice and Standards at Somerset NHS Foundation Trust said:

"We are absolutely delighted that nursing degrees will be delivered in Taunton at the University Centre Somerset, this is a real landmark moment to provide nurse training locally in Somerset.

We are confident that the provision of local degree courses will encourage so many more people in Somerset to consider a career in nursing, which will be of huge benefit to the county's health and social care organisations, by helping us to address our nursing vacancies and having our own local supply of registered nurses.

Young people will not have to leave Somerset to access nurse training as this local programme will provide great career opportunities in this county for them to access.

We see this is just the beginning as this partnership with the University Centre Somerset provides us with an opportunity in the future to potentially train students in other branches of nursing, as well as considering courses to train allied health professionals."



STRATEGIC AIM OUR OPERATIONS

Enabling delivery of our Vision

We will:

- Continuously strive to maintain, develop and promote safe working practices and culture
- Retain our financial strength while achieving our strategic aims
- Further, invest in our systems and processes to enable smarter working
- Create and maintain high quality and inspirational learning and working environments



Construction & Civil Engineering Building
Jo Taylor, Head of Estates said:

"The Construction & Civil Engineering Building has been designed to maximise the College's drive to be carbon neutral. To help this, the position of workshops and classrooms has been configured to maximise energy efficiency and manage solar gain. The lighting is LED and meets current standards of energy efficiency. The design layout enables maximum flexibility, so the building can be adapted to suit all permutations in a changing educational/industrial standards environment. We hope this will be an inspiring and versatile environment which will serve students, staff and employers well into the future."

CROSS CUTTING THEMES

In this plan we have introduced cross cutting themes, these are diverse and are interwoven throughout our activities, from education to operations. They are important to BTC and by highlighting them in our strategic planning process, we can ensure we keep them in focus and continue to make a positive difference.

Digital

Our Ambition:
A digitally innovative place of education

Our Strategic Priorities

- Develop the best-in-class digital systems and operations to support excellence in teaching, learning and assessment
- Through continued targeted investment ensure our digital infrastructure enables all users to excel
- Develop our curriculum to enable our students to achieve in the digital world
- Ensure all staff and students are digitally confident.



Climate

Our Ambition:
Building a sustainable future

Our Strategic Priorities

- Decarbonisation of the College operations and estate
- Build sustainability into college activities and encourage biodiversity across our campuses
- Maximise student engagement and learner voice in climate action and awareness
- Promote and raise awareness of the role we all play in creating a sustainable future
- Drive curriculum innovation to ensure we deliver green skills for a net zero future.



ED&I

Our Ambition:
An inclusive learning organisation acting as a catalyst for positive change

Our Strategic Priorities

- Identify and meet targets for recruitment of underrepresented groups to learn, work and volunteer at BTC
- Engage students in the understanding and celebration of diversity
- Promote a positive culture and behaviours to seek to eradicate discrimination and harassment
- Create a learning culture across the organisation in relation to equality, diversity, and inclusion
- Embrace individuality and strive to mitigate the impact of inequality and social deprivation at every opportunity.



PRIORITIES BY PROVISION

SCHOOL LEAVERS

Our Ambition: An Inspirational Experience

Our Strategic Priorities:

- Invest in and grow our high-quality academic programmes, including A Levels and T Levels
- Engage with our School partners to ensure students and our community can realise the full benefit of the Tertiary education system
- Ensure all students have access to a digital device to support and energise learning
- Deliver high-quality support and personal development to develop life skills and resilience.



IB Tutor Bex Miller said

"The iPads have been immeasurably beneficial in developing academic independence within the IB programme. Not only are all students equipped with the technology they need to complete research and wider reading, but they are able to develop their inquiry and thinking beyond the curriculum, challenging their thinking and approach to the subjects. Within sessions, students have also been able to collaborate on documents and learning resources, so that they can support and encourage each other, as well as work smarter when creating class-wide revision resources. The IB staff have been proactive in using them too, pushing their pedagogy and teaching and learning to ensure it is current, forward thinking, and of maximum benefit to the students."

Joe Pittard, a former Bridgwater College Academy student, said

"Having an iPad means that we're all equal. It doesn't matter what our background is or how much money our family has, we all have an iPad to use, a tool that we can use to boost our education. The world around us uses digital technologies, so the iPads offer 21st century learning, not just preparing us for exams and the work, but the rest of the world around us. Using an iPad takes our education into the modern world and makes it relevant."



PRIORITIES BY PROVISION

UNIVERSITY CENTRE SOMERSET

Our Vision:
Transforming Somerset
through University Level
Education

Our Strategic Priorities:

- Establish UCS as the leading provider of university-level education in Somerset
- Deliver an enhanced student experience, so that students' progress in their careers and thrive
- Develop specialised higher technical, professional and degree programmes endorsed by employers and key stakeholders
- Raise academic reputation by promoting research and scholarship.



Brett Shaw, Electrical and Electronic Engineering Higher National Certificate student, said

"I chose UCS due to the long-term relationship between EDF and UCS which means that the course is really suited to my role at Hinkley Point C Power Station.

My job is one that I greatly enjoy, I work on developing the supply chain at HPC which is really fulfilling. My work has been boosted by the knowledge I am learning on my course. Moving into this job role is by far my greatest achievement since beginning the course!"



PRIORITIES BY PROVISION

APPRENTICESHIPS

Our Ambition:
Transformational change for
employers and apprentices

Our Strategic Priorities:

- Equip apprentices with the high-quality industry knowledge, skills, and behaviours to achieve and thrive in their chosen career
- Work in partnership with employers to provide a safe, inclusive, and supportive experience for all
- Match businesses and future talent to unlock their potential
- Continue to grow our apprenticeship programme in response to regional and national needs.

Patrick Tanner, Construction and the Built Environment Apprentice, Blyor said

"I like studying at UCS as it fits around my work schedule. The lecturers are from the industry and can answer any questions I might have.

The lessons are suited to the work I am doing, and it gives me the extra knowledge I need to help move up the career ladder."



PRIORITIES BY PROVISION

ADULTS

Our Ambition:
Deliver high quality, proactive, flexible learning programmes to support adults in achieving their potential

Our Strategic Priorities:

- Innovate and grow our curriculum for adults in response to local, regional, and national demand
- Develop and deliver high-quality re-skilling and upskilling programmes which enable businesses and adults to thrive
- Develop and deliver courses to engage adults in learning and support well-being and community cohesion
- Continue to partner with the key stakeholders in our community to ensure opportunity for all.



Skills Bootcamps are open to people who are unemployed, self-employed, returning to work or to independent learners who are looking to advance their skills into higher paid employment in sectors and jobs that are more resilient to changing economic conditions.

The free Digital and Technical bootcamps help adults develop in-demand skills that lead to higher paid roles within growing sectors.

The bootcamps also benefit businesses by providing training, developed by industry, for areas that labour market intelligence has highlighted as being hampered by skills shortages.

PRIORITIES BY PROVISION

LAND-BASED

Our Ambition:
The first choice for
Land-based education
and training

Our Strategic Priorities:

- Continually invest in the campus and curriculum to develop real-world experiences for students
- Create a national and regional identity to support growth and prosperity of the land-based sector
- Collaborate with industry and partners to develop research partnerships
- Deliver a highly efficient farm and innovative commercial enterprises that support the curriculum to deliver an enhanced student experience.



Jason Gunningham, Assistant Principal for Land-based, Sport and Foundation Studies, said

"It is the College's vision to become a world class leader of education so we aim to ensure we are always at the forefront of innovation, best practice and teaching and learning. Across the College it's standard practice to explore and adopt technological advances, for example students at Cannington are learning to use state-of-the-art tractors with GPS tracking to maximise the sowing of crops and using the latest water enhancing technology to support the measurement of hydration in our dairy herd.

There are so many technological advances, next term we are starting a project funded by the regional LEP which will see satellite imagery technology and drones being used to map land and support soil analysis."

BRIDGWATER & TAUNTON COLLEGE

Bridgwater Campus

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