



**OUR STRATEGIC PLAN 2020-2025**



We are pleased to present our strategic plan detailing what we hope to achieve over the next five years. This is the second five year plan that we have formed since I had the privilege of becoming the Principal and CEO of the College. 2020 also marked 50 years since Exeter College became the first Tertiary College in the UK, so this plan celebrates and recognises the key part that our partners play in our success. Students, schools, employers, partners, stakeholders and staff will all, we hope, see their priorities brought to life in our plan for the next five years.



**John Laramy CBE,  
Principal and  
Chief Executive**

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# Our Vision and Mission

## Our Vision:

To be an exceptional college.

## Our Mission:

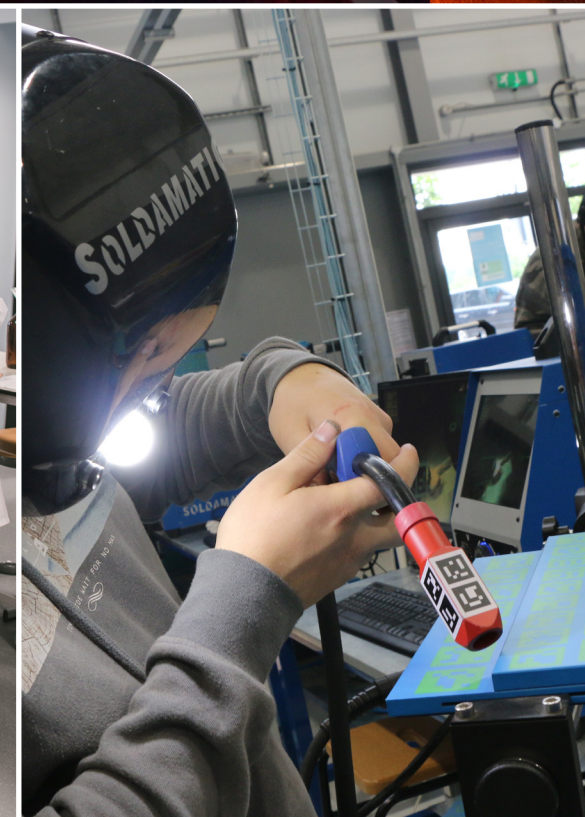
To shape futures by delivering world-class education and training for our city and region.



exeter college









# About us

Our vision is for Exeter College to be an exceptional college. To achieve our vision we are seeking to build on our outstanding success, history and upward trajectory by recognising that we cannot afford to stand still. Our college was established 50 years ago as the first tertiary college in the UK, though our history dates back to 1869. Today we are a highly successful, thriving, and dynamic multi-site college. We offer a very wide range of academic and technical programmes to young people and adults within Exeter, across Devon and beyond.

Our turnover has increased to £45 million over the last five years, at a time when further education budgets have been falling. We employ just over 1,100 people, which approximates to 747 equivalent full time staff and our financial health is, at the time of writing, assessed as 'Good'.

We have a passion for teaching, learning and the student experience. In 2014, Ofsted rated us as an Outstanding college. In the same year we won the coveted title of BTEC College of the Year.

In the summer of 2017, we were recognised as being a Teaching Excellence Framework Gold rated provider, for the quality of teaching on higher education programmes. In 2017/18 and 2018/19, the college was awarded 'Beacon Award – Commended Status' for its approach to mental health support and its Apprenticeship work, respectively. In 2018, the college was named national STEM College of the Year. In 2019 the college was listed in the Top 100 Employers in the 'Best Companies' Survey, in the Sunday Time's not-for-profit category.

Our college is organised into a number of faculties delivering learning in specialist areas. The majority have their own building, or dedicated space so that each area has a slightly different feel, that reflects the relevant subject, skill or vocation.

In 2019/20 we had more than 5,800 full time 16-18 students and over 1,500 Apprentices enrolled at our college. We also have around 4,000 adult learners who take part in evening classes, community learning, professional training in the workplace, English for speakers of other languages, and skills for life such as

numeracy and literacy. We have a successful, highly regarded higher education offer and more than 300 learners are currently studying a higher education course with us.

We have embraced the government drive to give young people and adults better English and Maths skills, so significant numbers of our students study Functional Skills, GCSE English and GCSE Maths.

We serve as the main Sixth Form option for learners at secondary schools in Exeter, with 40% of our full time students coming from within the city. Meanwhile, 60% of our students travel to us daily from all parts of Devon, including Plymouth and Torbay, as well as from west Dorset, south Somerset and north east Cornwall. Journeys for some of our individual students can take up to two hours each way. Exeter has well connected transport links across the county and further afield in the south west. We work closely with transport providers and Devon County Council to provide the most cost effective and time efficient methods for both our students and staff to attend the college.



# Our new Strategic Plan

In 2020, the Exeter College Board of Governors agreed to start work on a new strategic plan. The leadership team were tasked with producing a plan that considered the changing strategic context facing the college over the next five years. This has been completed after a five year period where the college has grown substantially in terms of the Sixth Form student population against falling numbers nationally, in a city that continues to see above average economic growth compared to the national picture.

Over the next five years the college anticipates greater collaboration and partnership between the local district council and Devon County Council, as more housing and employment is focused on the Greater Exeter Area and the M5 Corridor. There are major housing developments planned around the outskirts of the City of Exeter and there are ambitious plans to improve public transport into and out of the City of Exeter. There are active discussions about a Devon Metro, a half-hourly train service and plans to connect Okehampton and Culmpton to a regular train service.

The plan is set in an environment where the sector is going through significant curriculum change, increased financial scrutiny and a much higher profile within Government. In addition, Apprenticeship reform, adult training and the need for more skilled workers trained to Level 4 and 5 are all live topics of debate within Government.

The plan will also establish a framework for the College Leadership Team and Principal to operate within and be judged against.

Given the ever-changing landscape, the college will need to remain agile within the framework of the plan and the overall vision. The college will continually be looking to grasp opportunities that arise and develop our reputation for excellence, both regionally and nationally. Key to the success of the college has been the strong partnerships formed with employers, sports teams, educational establishments, civic and other partners; they are a focus for the new plan.

Our new Strategic Plan sets out our vision to be an exceptional college and, in doing so, highlights a number of headline priorities for our future. These are based on our key dimensions of delivery, underpinned by our people, as well as our resources and business operations.

In developing our new Strategic Plan we have actively sought the feedback of staff and learners. We were delighted to receive over 400 responses to a staff survey and have the opportunity to involve our learners through a student workshop.

Our plan also seeks to present the aspirations of the Governing Body and the College Leadership Team, who have been consulted, during the process of producing the strategy, on driving the organisation through its next phase of development.



This Strategic Plan is all about our values, priorities, actions and aspirations for the next five years in the life of the college. We operate with exceptional students, staff and partners, serving an exceptional city and region and this plan charts how we will build on our outstanding foundations to become an exceptional college in everything we do.



**David Allen OBE**  
**Chair of the Board of Governors**

# Our place in the City of Exeter

Exeter is a 2000-year-old city which combines a wealth of historic character, heritage and attractions with all the attributes of an economically dynamic, vibrant and rapidly growing regional centre. Its population of 129,000 belies Exeter's huge significance and influence as the primary employment, retail and education centre south of Bristol. Its travel to work areas covers 470,000 residents and for many functions the city's catchment extends to around two million people.

The catchment for Exeter College's full time student population (extending across the whole of Devon and into parts of Cornwall, Somerset and Dorset) illustrates the strength of the city's pull and the attractiveness of what it offers. For over a decade, Exeter has been one of the country's fastest growing centres of employment, with substantial housing growth taking place to match this. The rapidly developing new town of Cranbrook lies just five miles to the east of the city centre, with a planned population of 20,000 by 2029.

In January 2020 the local unemployment statistics ranked the rate of unemployment in Exeter as the second lowest of 330 major cities in Europe. However, the wider region does have challenges with some areas of North Devon having the lowest average wages in England. The Local Enterprise Partnership economic area (Somerset, Devon, Plymouth and Torbay) ranks as 32nd out of 39 LEP areas for productivity, by GVA per hour worked.

As we publish this plan, at the start of 2021 the world however looks very different, the country and the world are dealing with the Covid-19

pandemic. Exeter is predicted to be amongst the 20 fastest areas to bounce back from the economic challenges of the pandemic, but Devon as a county is predicted to be one of the worst affected areas in the entire country. This means there will be a significant role for the college, especially in retraining and upskilling adults to support them to gain employment or to gain a promotion.

The growth of Exeter's economy is increasingly focused on science and knowledge based employment. One of the initial catalysts for this was the relocation of the Met Office to the city in 2003. A major international Science Park operates by the M5 motorway – the outcome of years of committed partnership working involving the University of Exeter, the Met Office, business partners, the local authorities and other partners. One of the early occupants of the Exeter Science Park was the £100 million Met Office Supercomputer facility. This is one of the most powerful computers in the world and represents a huge asset for environmental science focused research and business development in the region. Exeter hosts three of the top 20 super computers in the world. In addition, the college continues to work collaboratively with city wide partners on exciting initiatives, such as Exeter City Futures and the Liveable Exeter Place Board.

Like the college, the University of Exeter, a world-ranked top 100 university and top 10 Russell Group university, has made significant investment over the last decade and is a critical player in the knowledge based expansion of the city's economy.

Exeter's cultural attractions and sporting facilities are many and varied. Exeter is the home of the Premiership Rugby side Exeter Chiefs and Exeter City Football Club. Meanwhile, the city is a vibrant retail centre, with recent highlights including the opening of John Lewis in 2012 and significant investment in the city centre. There are ongoing plans to redevelop the city's bus station and create a world class leisure complex. The city is becoming a leading centre for passivhaus construction and has a plan to be carbon neutral by 2030.

The Royal Albert Memorial Museum and Exeter Cathedral both sit at the heart of the city and attract large numbers of visitors to Exeter each year. Exeter also has a diverse cultural, performance and arts scene.

The exceptional variety of Devon's natural environment further enhances the quality of life for those living and working in and around the city.







# Our partnerships

We pride ourselves on our partnership working within the city and wider region. We have extensive and meaningful links with business, industry and the community, always with a focus on establishing partnerships which benefit our learners, the community and the partner. We have developed long-standing partnerships over recent years in delivering skills development and driving economic growth for the city and wider region. Some of our key partners include:

- Exeter Chamber of Commerce and Industry
- Exeter Chiefs
- Exeter City Council
- Exeter City Football Club
- Devon County Council
- Devon and Plymouth Chamber of Commerce
- Exeter Airport
- Heart of the South West Local Enterprise Partnership
- The Met Office
- The Royal Devon and Exeter Hospital
- Exeter Science Park
- University of Exeter

Exciting opportunities continue to develop with these partnerships based on trust and transparent relationships, as well as a track record of successful project delivery.

We work closely with secondary schools within Exeter and the wider region. We are very proud of these relationships and we have a number of college leaders, who as volunteers sit on school governing bodies to nurture these strong links.

We continue to develop our strong partnership with the University of Exeter and have an agreed Memorandum of Understanding

that operates between the college and the university. We have worked closely with the university on a number of initiatives such as the new Exeter Mathematics School and the Ted Wragg Multi-Academy Trust, sponsors of several city schools - including Cranbrook's new school.

We also know that the south west is dominated by small and medium sized businesses and our continued work with such partners, directly or via chambers of commerce, business councils and umbrella training organisations, are key to our success and the economic growth of the region.

We have a significant university-level programme for a further education college and we offer more than 25 courses, meeting the needs of learners, partners and employers.

Our university-level offer is built on strong partnerships with university partners, including the University of Exeter, University of Plymouth, Kingston University London and the University of St Mark and St John. We are also a BTEC approved centre.

A Progression Partnership is a group that consists of the college and the Exeter based secondary schools. It has three main aims: to engender ambition within young people; to support the progression of young people so that they reach their maximum potential; to support improved outcomes for young people. Now entering its fifth year of operation the partnership continues to go from strength to strength.

The college is playing an active role in the formation of the Local Skills Plan, which is

being developed by the Local Enterprise Partnership for the Department of Education. Its aim is to identify current, emerging and future skills gaps and to ensure that the skills provision in the area meets the needs of individuals and business. This plan and its aim, to raise prosperity and productivity will be a key driver for us as a college over the period of the plan. We will continue to work closely with the University of Exeter, city wide partners and the LEP to formulate a skills escalator to provide a route for our young people from school through to university, to ensure the education eco-system in Exeter continues to meet the needs of the city and region.



**The leadership of Exeter College manifests collaboration and ambition for the institution and for the city region. Exeter College has consistently placed itself at the heart of Exeter's place shaping agenda, weaving our shared ambition for world class education and training through all aspects of Exeter's ambitions for place.**



**Karime Hassan,  
Chief Executive and Growth Director,  
Exeter City Council**

# National context

The last decade has been a challenging period for the further education sector and the current pandemic means that the country will look towards colleges over the next few years to play a critical part in helping the country bounce back. Austerity had a particular impact on colleges and as we write this plan it is pleasing to see an increased commitment from Government to invest in colleges, their staff and their estate to help raise the status of further education.

There has been a massive period of curriculum reform over the last five years, with significant changes to A Levels, technical qualifications, higher education, and Apprenticeships. The next five years look to be a period of change, development and opportunity for adult and higher technical training. We aim to play a full part in helping adults to get the skills that they need and work with employers to help them attract the skilled staff they need to thrive and grow.

Pleasingly and some would say remarkably, Exeter College has managed to navigate the challenges of the last five years successfully. Student numbers, apprenticeship numbers and the college's turnover have continued to rise each year. The college is aware that this success, that has bucked all of the national negative trends, is due to the quality of people who work at the college and the partners that support the college.

## Capital Developments

One of the major opportunities of the next five years relates to capital developments. Following a period when grant funding was sparse, the Government elected at the end of 2019, has committed £1.8bn towards capital developments within further education over the next five-year period.

Over the last ten years Exeter College has spent £49.8m on capital developments, with just £11.7m of grant funding. The college starts this strategic plan period with a fully formed 20-year city centre masterplan, that has already secured outline planning permission. The first phase of the masterplan is the creation of an Institute of Technology Building for Digital and Data. This landmark building will open on the 1st May 2021. It has been built with 50% grant funding and is part of the South West Institute of Technology Collaborative.

The second phase of the masterplan is to remove the college's worst accommodation and replace it with high quality teaching, technical and laboratory space for T Levels and students on 16-19 study programmes. At risk the college has developed detailed plans and full-planning permission is due in April 2021. When Government funding is secured the college aims to move forward with this development and to complete further progress towards completing the masterplan when possible.

A major part of this strategic plan period is to progress the masterplan, so that our students, staff and stakeholders have access to an environment that matches their ambitions.





In addition to the city centre developments, in collaboration with Devon County Council the college has been able to launch the Future Skills Centre (FSC), at Exeter International Airport. The FSC, brings what was the Flybe Academy Building back to life and it is due to open formally in June 2021. The Centre is currently being transformed and enhanced using a £1m grant from the Prime Minister's 'Get Building Funding' and the Heart of the South West Local Enterprise Partnership.

### Curriculum Reform

The next few years of reform are likely to focus on adult and higher technical qualifications, alongside further consolidation of the vocational and technical qualification landscape as T Levels are fully rolled out.

The Department for Education aims to move post-18 qualifications to being fully employer led, with all technical qualifications designed by employers by 2030.

In addition, there is a plan to ensure the curriculum offer in each geographic area meets the needs of that area and the employers within it. The aim is to ensure there is a comprehensive high quality offer, that avoids unhelpful, unnecessary and unproductive competition.

The college aims to use the Future Skills Centre and the Institute of Technology Building to transform adult and higher technical training in Exeter and the surrounding area, so that Exeter becomes a hub for the provision of higher skills training that our economy needs.

### Demography

Following a period when the 16-19 cohort nationally was falling, during the next five years the 16-19 cohort grows by about 10%, over the next ten years the total cohort is set to grow by 24%.

### Sector Reform

The last five years has been a period of consolidation for the further education sector, with a number of mergers and a number of Sixth Form colleges converting to become an academy. There are now, at the time of writing 244 colleges in England, down from 325 in 2016.

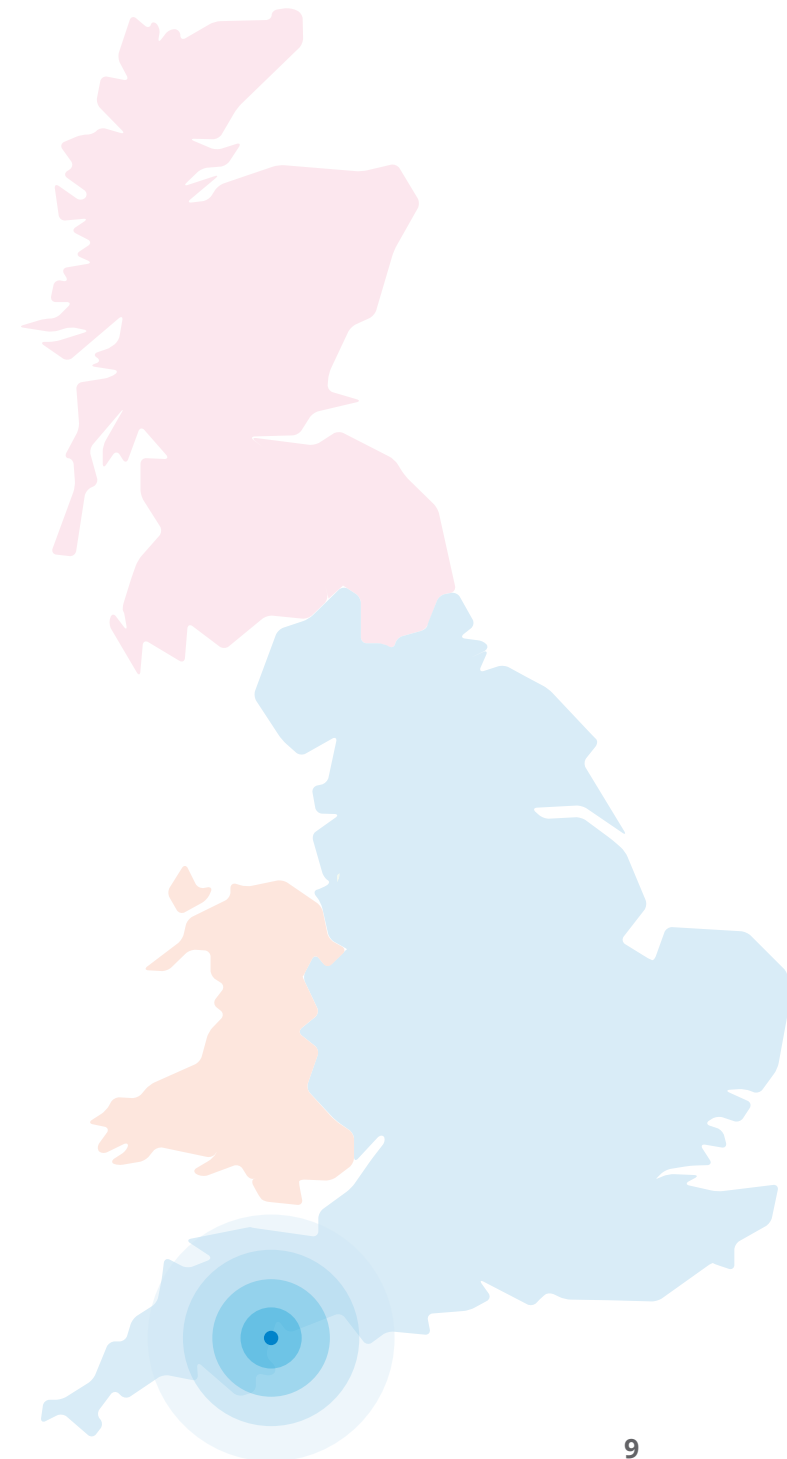
Exeter College plays a key part in a coherent and clear education eco-system within Exeter. The college, alongside the University of Exeter is the co-sponsor of the Ted Wragg Multi-Academy Trust and the Exeter Mathematics School. The secondary schools within Exeter work positively and proactively with the college on a 'progression partnership', which meets twice a year.

The next five years, we believe, are a period of opportunity for colleges and this plan is written to ensure that Exeter College can play its part in a vibrant and effective further education sector.



“Part of the problem is that not every FE college is as superb as Exeter College.”

**Prime Minister's skills speech:  
29 September 2020**





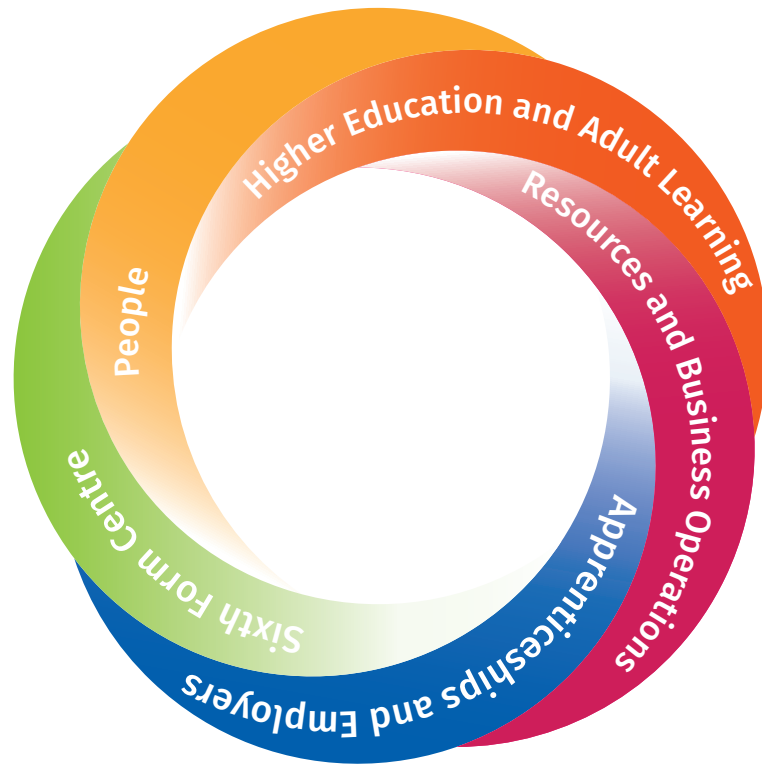




# Our dimensions

Our five year college strategy has been split into five clear dimensions representing key areas of the college. Three dimensions cover the colleges key areas of curriculum and one dimension covers 'finance and resources'. Within our plan there is a separate section setting the context behind each dimension as well as the key aim, objective(s) and success measures, against which we will continually assess our progress.

At the heart of the success of our college are our staff. You will see that 'people' are at the heart of our plan. We believe that putting recognition and opportunities for development in place for our staff is key for us to be able to achieve the aims we have set out. We have included 'People' as a separate strand as a result.





# Sixth Form



Our Sixth Form serves both the City of Exeter as well as an increasing number of learners from across the region who travel to access the college. Our 16-18 curriculum is of the highest quality and comprises a diverse range of programmes including AS/A Levels, BTECs, The International Baccalaureate, T Levels, Foundation Maths and English and Foundation Learning. Across our Sixth Form learners benefit from subject specialist teachers, dedicated facilities and industry-standard resources.

Our core curriculum is complemented by a Personal Development Programme and all learners are assigned a Personal Tutor to ensure their holistic development and care. To support future aspirations, we work closely with employers, stakeholders, and higher education institutions to provide clear line of sight ensuring we develop the knowledge, behaviours and skills our learners need for their next steps.

The Sixth Form is further enhanced by our academies including the Reach Academy, Sports Academies and the Michael Caines Academy. Furthermore, we add value through an extensive range of enrichment activities that support the health and wellbeing of our young people.

## Our Purpose

**To inspire young people in our region through the provision of an inclusive and ambitious curriculum which is an engine for social mobility.**

## Our Provision

The curriculum offer is agile, challenging and includes enriching experiences that develop young people.

Will empower all learners to make exceptional progress.

Engages and challenges learners through exceptional teaching, learning and personal development.

Provides a nurturing and professional learning environment with high expectations and a culture of mutual respect.

Develops and promotes lifelong literacy, numeracy and digital skills to enable ambition.



Digitally enrich the learning experience to support learning and equip learners with life skills.



Supports learners to learn, act and lead for sustainability.

## What would success look like?

We are the Sixth Form provider of choice in the region, with a rich and diverse curriculum offer.

To be in the top 10% of performance measures.

To support all learners to secure positive destinations they can thrive in.

To be judged by learners and in all categories by Ofsted as outstanding.

Learners feel cared for, motivated and challenged.

Learners develop/enhance their life skills.

To be in the top 10% of English and Maths progress measures.

All learners leave with enhanced digital skills and are empowered, responsible 'Digital Citizens'.

Support our learners to adopt responsible behaviours which last long beyond their time with us.

# Higher Education and Adult Learning



Exeter College strives to provide the city and region with the skills and knowledge needed to enhance the economy and improve productivity. We respond to the current and future skills demands of local employers, whilst widening opportunities and access to increase adult learner participation, by giving people the opportunity to train, retrain and upskill throughout their lives.

Higher education is a key part of the college's wide-ranging curriculum. Through our long-standing partnerships with local employers, universities and awarding bodies we offer over 25 higher education programmes. As a partner in the South West Institute of Technology we work to develop excellent higher-level technical education to provide employers with the skills that they need to succeed, now and in the future.

Adult Learning is receiving significant government investment through the National Skills Fund, targeted at reversing the decline in adult participation in further education. By maximising funding opportunities, we provide flexible opportunities for all adults to train, retrain and upskill at any point in their lives. Our employer-led provision will ensure that adults gain high-quality skills that leads to meaningful employment. Our Future Skills Centre provides an outstanding environment and specialist facilities to inspire adults to train for future facing jobs.

## Our Purpose

**To deliver exceptional education and training that fulfils individuals ambitions.**

## Our Provision

Employer-led curriculum that anticipates local skills trends and provides a pipeline of talent to shape the future skills landscape.

Flexible and enjoyable education and training that enables learners from all backgrounds to progress and succeed.

An outstanding teaching and learning environment that fosters high level skills and personal development.

Technical and Professional programmes that fulfil the Government's National Retraining Scheme and their Higher Technical Initiative which increase participation in, and availability of advanced technical skills.



Embraces digital models of learning which reflect individual's lifestyles and preferences.



Supports learners to learn, act and lead for sustainability.

## What would success look like?

We are the provider of choice for adults because we enable students to fulfil their potential and succeed.

Employer feedback reflects high quality job applications and narrowing skills gaps.

Our student voice reflects high levels of satisfaction and outstanding individual progress.

World class professional facilities that exceed industry standards. External accreditation, which includes achieving the highest possible provider rating for Educational Excellence, reflects exceptional ambitions.

High rates of recruitment and progression onto further study and/or into high salary occupations.

Adults become more confident 'Digital Citizens'.

Adult students make positive lifelong decisions about environmental sustainability.

# Apprenticeships and Employers



It is a fundamental aim of Exeter College to be at the centre of initiatives to drive economic growth in Exeter, Devon and wider region, by delivering the skills agenda to meet local economic priorities and employer needs. The results of nurturing employer partnerships are hugely positive and recognised nationally as a market leader. Growth is significant and truly employer led.

Quality Apprenticeships and Pre-Apprenticeships remain high on the government's agenda. They are a vital tool to support social mobility, economic prosperity and workforce diversity. We are committed to facilitating employment opportunities for all. Our increased focus on workforce development of existing employees, will ensure that the region's community prospers through upskilling via Apprenticeships.

We will build on our reputation and will continue to engage with government and key stakeholders. We will share our success with others. Success rates for Apprenticeships are well above national average. We are proud of what we do, and we care for those who make it happen. We will ensure our work over the duration of this strategic plan will cement our position as one of the nation's leading colleges for Apprenticeships.

## Our Purpose

**To be essential to the region's skills development strategy, by shaping agile and forward looking training and skills for the benefit of Apprentices, Employers and Stakeholders.**

## Our Provision

Comprises exceptional work-based learning which is at the forefront of skills development, answering and anticipating the needs of business.

Learners study in industry standard, inspiring spaces, with world class equipment that creates an exceptional learning experience and enhances both recruitment to Apprenticeships and progression opportunities.

Supporting our employer partners and work with them to co-create our programmes – shaping and informing top quality provision.

Apprenticeships at Exeter College are recognised regionally for their exceptional customer support, skills development and academic rigour.

Make a difference to productivity within the region by being a hub for business connections, proactive engagement and impactful training.



Develops digital skills, knowledge and behaviours required by a future workforce.



Is mindful of and seeks to reduce our environmental footprint.

## What would success look like?

Success rates significantly ahead of national average and assessed by Ofsted as Outstanding.

To maintain our position as the provider of choice for employers, Apprentices and other stakeholders, evidenced by the annual Employer Satisfaction Survey.

To grow the Apprenticeship contract provision to £7.5m.

Employers celebrate their link with Exeter College Apprenticeships through participation in the college and Apprenticeship annual awards and have tangible impact in shaping local, regional and national provision.

Programme and learner recognition through local, regional and national World Skills, awards and commendations.

Employers linked to the college report increased productivity as a result of successful engagement, in turn, the LEP region-wide productivity report shows positive gains.

All Apprentices leave with enhanced digital skills and are empowered, responsible 'Digital Citizens' both at home and at work.

Delivery and contractual administration moved to paperless solutions.



# People

Our people are the very heart of our organisation.

Here at Exeter College we recognise and celebrate that our staff are our greatest and most valued asset and that our successes are as a direct result of the quality of people who work here.

In total, we employ just over 1,000 staff across a variety of teaching, support and management roles. They are supported by a high performing and customer focused People Department who have a pivotal role in empowering our people to fulfil their potential and succeed in their individual roles and personal ambitions.

We are committed to developing a high performance workplace where engaged and talented people and teams achieve truly exceptional, sustained results. As an organisation, we are determined, creative and not afraid to make changes in order to further enhance both our learner and staff experience. We seek to do this by listening to, inspiring and working in partnership with our people and those around us.

## Our Purpose

**To be an exceptional employer where staff thrive because they feel valued, engaged and challenged.**

## Our Provision

Recognises the importance of staff wellbeing whilst also supporting staff to make the exceptional happen.

Celebrates and promotes that our people are integral to the organisations continued success.

Nurtures top talent by providing a progressive culture which empowers, develops and invests in all staff.

Ensures that we listen and respond to our people.

To ensure our values reflect a college where we want staff and students to be happy, successful and able to thrive.



Digitally enables our staff through exceptional training.



Actively promote and enable sustainable choices amongst our staff.

## What would success look like?

To be graded Ofsted outstanding in all areas of the Education Inspection Framework.

To be a Sunday Times Best not for profit Top 50 Employer.

We invest more than 1% of our annual turnover in the training and development of our staff.

Regular, frequent and meaningful engagement with all staff. Continuous improvement in staff feedback.

Our values are at the heart of everything that we do.

Staff and students report 98% being happy, or very happy at the college.

Our staff are confident 'Digital Citizens'.

Staff drive and engage in sustainable and socially responsible practices and areas of work.



# Resources and Business Operations



In 2021, adding to the existing enviable Exeter College property estate, two new facilities will be completed. Firstly, the South West Institute of Technology, revolutionising education opportunities in the Digital sector. Secondly, the Future Skills Centre, providing the region with delivery of training for high-tech jobs in engineering, construction and clean growth.

2020 saw the completion of a £5m enhancement project to enable delivery of T Levels. Delivering these projects during the pandemic is testament to the commitment of the teams involved. The pandemic necessitated development across IT infrastructure and delivery (hardware, remote access, Teams), driving departments to find creative ways to deliver outstanding levels of customer service for the college. Continuing to increase agility and adaptability in a new flexible world remains a priority.

'Good' Financial Health has consistently been achieved and a sustainable balance will be sought between delivering a surplus and maintaining cash, whilst investing in people, property and resources. Continuing delivery of the Property Masterplan, replacing the Baker Building with an inspirational, BREEAM accredited building will be prioritised. Beyond this, further delivery of the masterplan will be targeted, consistent with the values and aspirations of the college, creating an environment that inspires staff, learners and partners alike.

## Our Purpose

**To provide exceptional facilities and support in a sustainable environment.**

## Our Provision

Create an estate and environment that attracts top talent to the college, whilst inspiring learners, employers and stakeholders to engage with education, training and partnerships.

Offer high quality support and services that are agile, adaptable and forward facing.

Ensure financial sustainability whilst maintaining the exceptional quality of our learner experience.

Through exceptional information, advice and guidance promotes opportunities for all learners across our city, Devon and the Southwest to access the college and realise their potential.



Capitalises on the digital transformation of education.



Lead by example on environmental sustainability.

## What would success look like?

Learners and staff reporting exceptional levels of satisfaction in the quality of the estate, environment and equipment.

Continuing to invest in the estate to provide inspirational environments for staff and learners.

Be recognised by stakeholders as outstanding.

Financial health (as categorised by the Education Skills Funding Agency (ESFA)) of good or outstanding annually.

To achieve £50 million annual turnover through the lifetime of the plan.

We will increase the capacity of our college to accommodate all learners for whom Exeter College is their first choice.

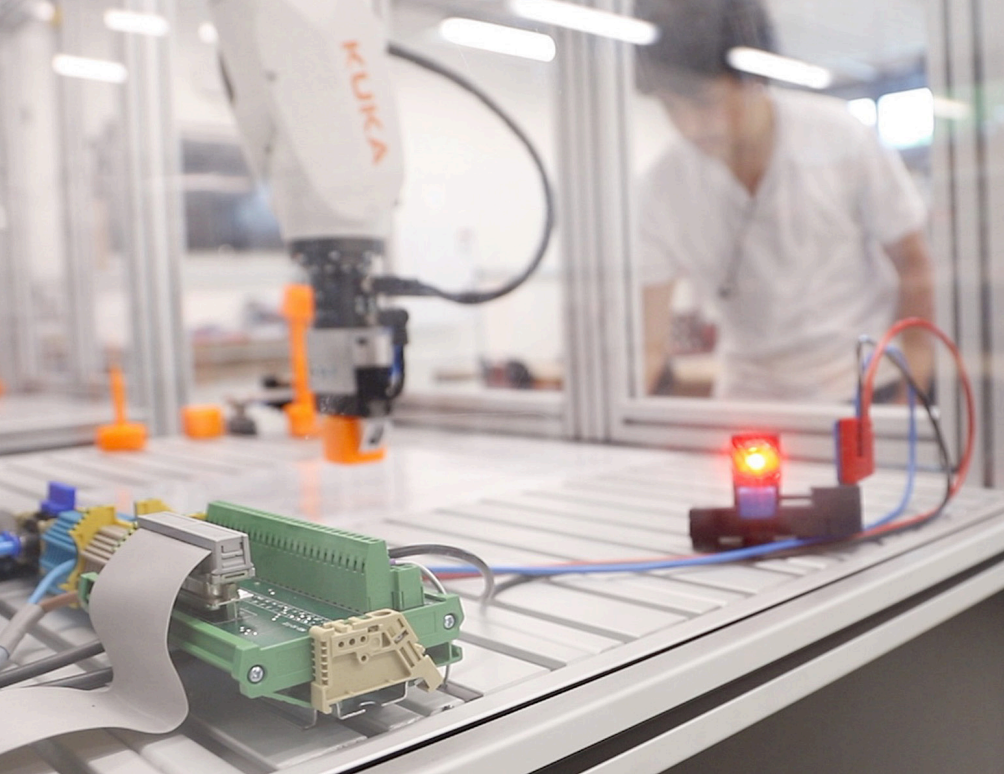
Schools report high levels of engagement and progression.

Dynamic and progressive teaching environments where learners have access to state-of-the-art digital technology.

To be a sector-leading college for digital teaching and learning.

Minimise our environmental impact through sustainable and conscious decision making about our operations and ambitions.









## OUR STRATEGIC PLAN 2020-2025

