

B&FC Strategy

2019-2022

'Inspirational
learning, creating
outstanding
futures'

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Foreword

There has never been a more important time in the UK to invest in high quality technical and professional education which drives the economy and supports rich career opportunities.

It is against the backdrop of the Government's Industrial Strategy, plans for a post-Brexit UK, our commitment to social mobility and engagement with our stakeholders that our Strategy 2019-2022 has been developed.

In this context of rapid change for the UK, the strategy clearly reiterates our continuing investment in and commitment to high quality learning and teaching, digital learning, our focus on skills development aligned to the needs of the economy, our culture of continuous enhancement and collaboration, and the centrality of our students and our employer partners in all that we do.

Our extensive work with key local, national and international employers continues to enrich our students' experience and provides them with the essential skills needed to succeed in life and work.

This strategy reflects the values and ethos of the whole College community. Please do engage with it to realise our shared ambitions.

Best wishes,



Bev Robinson, OBE
Principal and Chief Executive



Ten facts about B&FC

1.

B&FC is the highest performing large general further education college in England in terms of student success¹.

2.

We are in the top quartile of higher education providers in England for student satisfaction with learning, teaching and assessment, academic support and personal development.

3.

We work with over 1,000 employers locally, regionally and nationally and have achieved STEM Assured status².

4.

We are at the forefront of higher and degree apprenticeship development in project management, health, leadership and management, and digital.

5.

In Autumn 2015, B&FC was awarded the Queen's Anniversary Prize for Higher and Further Education for our work in the co-creation of bespoke degrees with industry partners which yield significant business benefits.



6.

Our teaching staff are dual professional; blending industrial experience with professional learning and teaching.

7.

We are judged by OFSTED as outstanding³.

8.

We are an Associate College of Lancaster University who are ranked in the UK top 10 in all national league tables, number one in the northwest, Times and Sunday Times University of the year 2018 and are in the top 1% of universities globally.

9.

Awarded the highest possible GOLD rating for higher education provision in the Government's new Teaching Excellence Framework (TEF).

10.

We are well positioned to lead Lancashire's Institute of Technology.

Vision

Our 2022 vision builds on our considerable successes to date and reiterates our enduring focus on excellence and the provision of an outstanding career-focused educational experience co-created with industry for industry.

Situated in Lancashire at the heart of the Northern Powerhouse⁴ we will continue to act with pace and ambition to help drive successful outcomes for individuals and employers locally, regionally and nationally.

Blackpool and The Fylde College is a strong education and training provider with clear expertise in the development of STEM skills, the lynchpin of an economic future that lies 'in innovative and knowledge-intensive activities'. From its beginnings in 1892, driving skills development within key local industries, B&FC has continued to concentrate on those aspects of education and training that are needed to drive the economy, deliver a skilled workforce for industry and secure sustainable employment for students.

With more than 125 years of technical and professional education and training

B&FC continues to make a significant contribution to economic, cultural and social growth through a sustained and close connection to the coast and the county, through a commitment to excellence and through a culture of continuous enhancement. Our extensive work with key local, national and international employers enriches our students' experience and provides them with the essential skills and attributes they need to help them excel.



⁴Northern Powerhouse Strategy (Nov 2016) www.gov.uk/government

'Education and skills are among the biggest determinants of local productivity'⁵

Industrial Strategy. Building a Britain fit for the future

In realising our 2022 vision we will continue to respond to emergent challenges and opportunities in order to meet the needs of our students, our employer partners and our stakeholders:

We understand that the need to create a future-focused economy that 'boosts productivity and earning power' through ideas, people, infrastructure, business environment and places is central to the Government's Industrial Strategy.

As part of this the skills development system needs to become even more responsive to local and regional economic priorities, meeting the needs of the planned Local Industrial Strategies that will build on local strengths and deliver on economic opportunities.

We know that enabling and facilitating social mobility is the key to unlocking talent and fulfilling potential for the benefit of all. In a digitally driven, modern economy, everyone should have access to the skills they need to flourish, and businesses need to be able to 'harness the productivity benefits of digital innovation'.

Planned key structural changes around technical and professional education will facilitate this, and will lead to changes in the wider education infrastructure which we are ready for; our students now and in the future have increasing expectations and a clear line-of-sight to fulfilling and sustainable careers.

Five foundations of productivity⁶

Ideas
the world's most innovative economy

People
good jobs and greater earning power for all

Infrastructure
a major upgrade to the UK's infrastructure

Business environment
the best place to start and grow a business

Places
prosperous communities across the UK

⁵Industrial Strategy. Building a Britain fit for the future UK Digital Strategy 2017
⁶HM Treasury (2015) Fixing the foundations: Creating a more prosperous nation



#blackpoolworks

#blackpoolworks

#blackpoolworks



Lancashire

With a global reputation as an outstanding business location with entrepreneurial flair, technical innovation, commercial know-how and a can-do attitude, Lancashire is fundamental to the Government's productivity plan and vision for a thriving Northern Powerhouse. With an economy currently valued at over £25 billion, excellent potential for growth, particularly around health and care, digital, energy, visitor economy and clear competitive strengths and capabilities in advanced manufacturing, aerospace, automotive and energy, Lancashire is committed to the continuing development of people, sectors and assets. The Lancashire Local Enterprise Partnership (LEP) £320m Growth Deal is on track to deliver up to 11,000 new jobs, build 3,900 new homes and attract £1.2 billion of new private sector investment by 2021.



B&FC acts as an economic hub across the Fylde Coast and wider Lancashire economy and is centrally located to Lancashire's 4 enterprise zones. Studies have shown a college such as B&FC can have a £550m impact on a regional economy and that: students receive on average 11.2% return on their investment in terms of higher earnings; society receives an average of 12.6% return on their investment in terms of an expanded tax base and reduced social costs; the taxpayer receives a 12.3% return on its investment in terms of returns of the exchequer⁷.

Throughout, B&FC manifests a clear 'sense of place' providing as it does a 'profoundly important foundation for individual and community identity' both locally and regionally. It embodies a shared cultural and social heritage in addition to its physical attributes and geographic locations. As one of the area's largest local employers, and as a successful provider of technical and professional education and training with c16,000 students choosing B&FC annually, Blackpool and The Fylde College is its people and its communities.

⁷ Convery, I., Corsane, G., Davis, P., (Eds) (2014) Making Sense of Place. Multidisciplinary perspectives. The international Centre for Cultural and heritage studies. Newcastle University

Mission

**'Inspirational
learning, creating
outstanding
futures'**

Values

1.

Placing the student at the heart of all we do

2.

Showing fairness, courtesy and mutual respect

3.

Learning, teaching and assessment as the key to our success

4.

Empowering others to achieve their full potential

5.

Working collaboratively to achieve excellence and growth



Strategic goal 1:

To ensure student success and deliver outstanding return on education investment by remaining in the top 10% for education performance

The centrality of outstanding learning and teaching is our core ethos. A critically reflective culture of continuous enhancement coupled with high expectations ensures students at B&FC are inspired to reach their full potential and realise their ambitions. We will maintain our focus on 'Being Outstanding', delivering the high quality learning and teaching which inspires student success.

We are dedicated to the development of key employability skills facilitated by a supportive, inclusive and aspirational culture where all students can grow and thrive.

Through a cohesive and co-ordinated approach we ensure that every student who chooses to study at B&FC, at whatever

level, successfully develops the knowledge, skills and behaviours which will enable them to secure meaningful, sustainable employment/self-employment/lifelong career opportunities. Multi and interdisciplinary working approaches are embraced to reflect the changing needs of the future workforce.

With the support of our employer partners, we will continue to develop in-demand, work-ready candidates with the skillsets to succeed in their future job roles and careers, ensuring prosperity and security for individuals, communities and business.

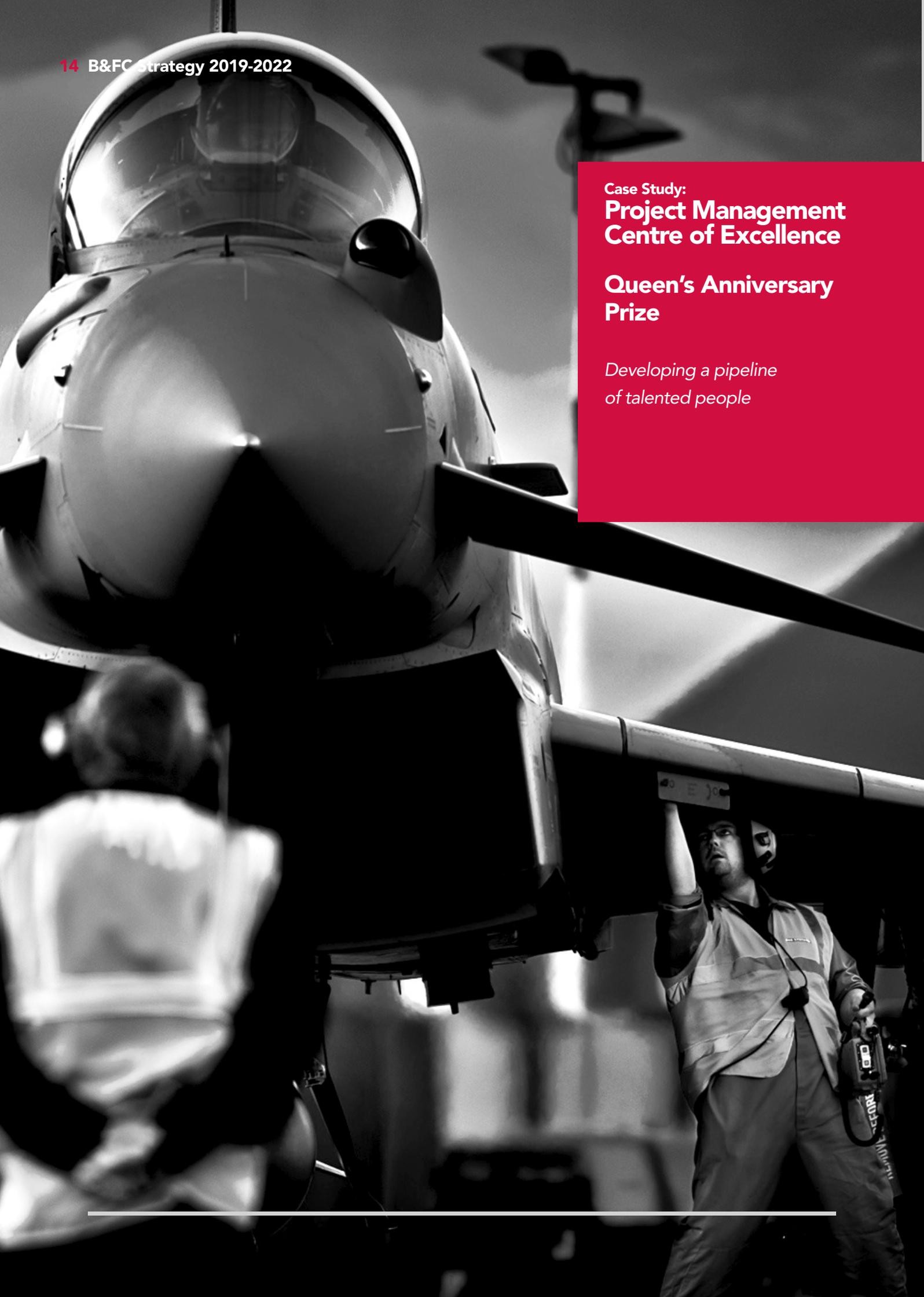
We will maintain our focus on excellence, delivering the high quality learning and teaching which inspires student success.



Case Study:
**Project Management
Centre of Excellence**

**Queen's Anniversary
Prize**

*Developing a pipeline
of talented people*



'Our partnership with Blackpool and The Fylde College has helped produce a pipeline of talented people; many now have leading positions throughout our company. The curriculum for the degree was developed in a spirit of partnership, with the College designing the topics with industry requirements in the forefront of their mind. Now we are working alongside them to develop the next iteration of the project management degrees to be offered, ensuring our people are ready to lead our business in the future'

Bernard Kellett, BAE Systems Military Air and Information

Our work with BAE Systems to co-create a project management scheme has provided the company with high performing world class project managers. The output from this development of higher apprenticeship plus degrees have been celebrated year on year as a major contributor to BAE Systems' project management community stability and has far exceeded all initial expectations.

2015 saw the first delivery of the co-created aerospace engineering degree apprenticeship consisting of foundation degree and BEng Honours designed to develop world-class aerospace engineers of the future. Working again with BAE Systems and Westinghouse Springfields a nuclear engineering degree apprenticeship programme has been running since 2016.



THE QUEEN'S
ANNIVERSARY PRIZES
FOR HIGHER AND FURTHER EDUCATION
2015



Strategic goal 2:

To meet local, regional and national skills priorities through an innovative and highly responsive curriculum offer, further cementing our place as a national leader in technical and professional education and training

Future-focused and innovative curriculum design is the cornerstone of a high quality learning experience which develops the knowledge, skills and personal attributes to enable lifelong success.

The continuing development of effective and fruitful relationships with employers, organisations and industry enables the co-creation of curriculum and associated flexible delivery to explicitly meet identified replacement and expansion skills gaps across sectors and levels. Additionally, our strategic alliance with Lancaster University enables and facilitates both applied research and a pipeline of skills development up to level 8.

With a strategic focus on key identified regional priority areas we will realise the opportunities presented through the expansion of technical and professional education to both businesses and individuals, supporting the implementation of the Post-16 Skills Plan and the introduction of T-levels.

We will increase the number and type of high quality apprenticeships, at advanced, higher and degree levels, and build on the demonstrable return on investment for both business and apprentice.

We will facilitate the key growth of the higher, economically valuable skills at levels 4 and 5 in order to operate the emerging technologies that drive productivity.

Through our continuous investment in people and leadership, industry-standard facilities and digital capabilities our students will be equipped to meet the challenges and opportunities of the future.

Construction

7.7% GVA | 35,000 empl | 6,100 businesses

Health and Social Care

9.1% GVA | 98,000 empl | 3,900 businesses

Visitor Economy

7% GVA | 50,000 empl | 3,800 businesses

Professional Services

22% GVA | 82,000 empl | 10,200 businesses

Energy & Environ Tech

6% GVA | 40,000 empl | 4,410 businesses

Creative & Digital

5% GVA | 36,000 empl | 4,600 businesses

Adv Man

13% GVA | 60,000 empl | 2,100 businesses

8

Case Study:
**Fleetwood
Nautical Campus**

*Harbouring great careers
for 125 years*



'Having high-calibre officers is vital to the future health of the UK shipping industry. At the Maritime and Coastguard Agency we are committed to recognising and promoting excellence'

Sir Alan Massey, Chief Executive of the Maritime and Coastguard Agency (Minister Awards MCA's Trainee of the Year, 14 October 2014)

With an outstanding tradition of delivery for the maritime and offshore sectors, Fleetwood Nautical Campus is regarded as one of the world's top specialist maritime institutions. Working with employers nationally and internationally, including the Merchant Navy, the Royal Fleet Auxiliary, the Maritime and Coastguard Agency and a wide range of shipping companies such as Shell, BP shipping and Carnival UK, students are provided with excellent employment opportunities.

Cutting-edge facilities include a five-bridge full mission ship simulator, engine room simulator, environmental survival tank, a fire-fighting training ground and halls of residence. The new Marine Engineering centre which opened in September 2016 provides opportunities for practical skills development together with underpinning theory, ensuring that officer cadets add immediate value to their employers.





Strategic goal 3:

To support economic growth by working with employers and other stakeholders to co-create programmes which meet current and future education and workforce needs

Balanced and sustainable economic growth is key to our collective future. Innovation, creativity, connectivity and investment in people are facilitating factors. The vision for the Northern Powerhouse focuses on our long and rich history of innovation and business leadership with over a quarter of the UK's total manufacturing output, nearly a third of the UK's total renewable power, and three of the UK's top clusters for digital tech business in the North.

Development of new technology is key to enabling improved productivity and higher economic growth. We will continue to focus on

digital skills development not just within particular fields, in areas such as robotics or computing, but also through building the confidence of all students to adapt to the impacts of emerging digital platforms, products and services.⁹

Investment in high quality leadership and management skills which will positively impact organisational performance will be essential. We will continue to work with employers to develop the skills they need, co-creating and tailoring programmes to their context to support operational and strategic objectives. The Project Management

Centre of Excellence and the B&FC for Business Leadership and Management programme will reflect this focus.

Our commitment to delivering high quality training that meets industry requirements is evidenced by professional accreditation from bodies such as The British Computer Society (BCS), the Association for Project Management (APM) and The Institute of the Motor Industry (IMI).

Case Study:
**Blackpool
Build Up**

Providing employment opportunities in the construction sector for long-term unemployed residents



'Within a resort with high levels of social deprivation, I utterly believe in what B&FC is doing with the Build Up scheme. It's remarkable.'

Peter Legg, Head of Economic Development Blackpool Council

Blackpool Build Up was formed in January 2008, as a partnership between B&FC and Blackpool Council, with the aim of training unemployed adults to work in the construction industry.

From the outset, major companies engaged Build Up recruits and many have worked on large-scale infrastructure projects across the North West.

Many of those taken on had issues with low self-esteem, low educational achievement rates, long-term joblessness or a history of offending and turned their lives around after choosing the re-skilling opportunities at B&FC's Build Up.





Strategic goal 4:

To raise aspiration for all, ensuring high-levels of attainment across our diverse portfolio and encouraging progression to fulfilling, high value careers

Our ambition to act as a catalyst for change through enabling economic regeneration and social inclusion is a key theme. Long-term, sustained commitment to improving social mobility through education is a central tenet of government strategy and has always been central to our mission. Widening participation and access, ensuring that there is a pipeline of opportunity for all students, and enabling high attainment through appropriate stretch and challenge are fundamental. Equality and diversity is celebrated and championed.

We will continue to develop our widening participation activities to specifically support young people not in education, employment or training (NEET), those currently under or unemployed, those returning to work or study, care

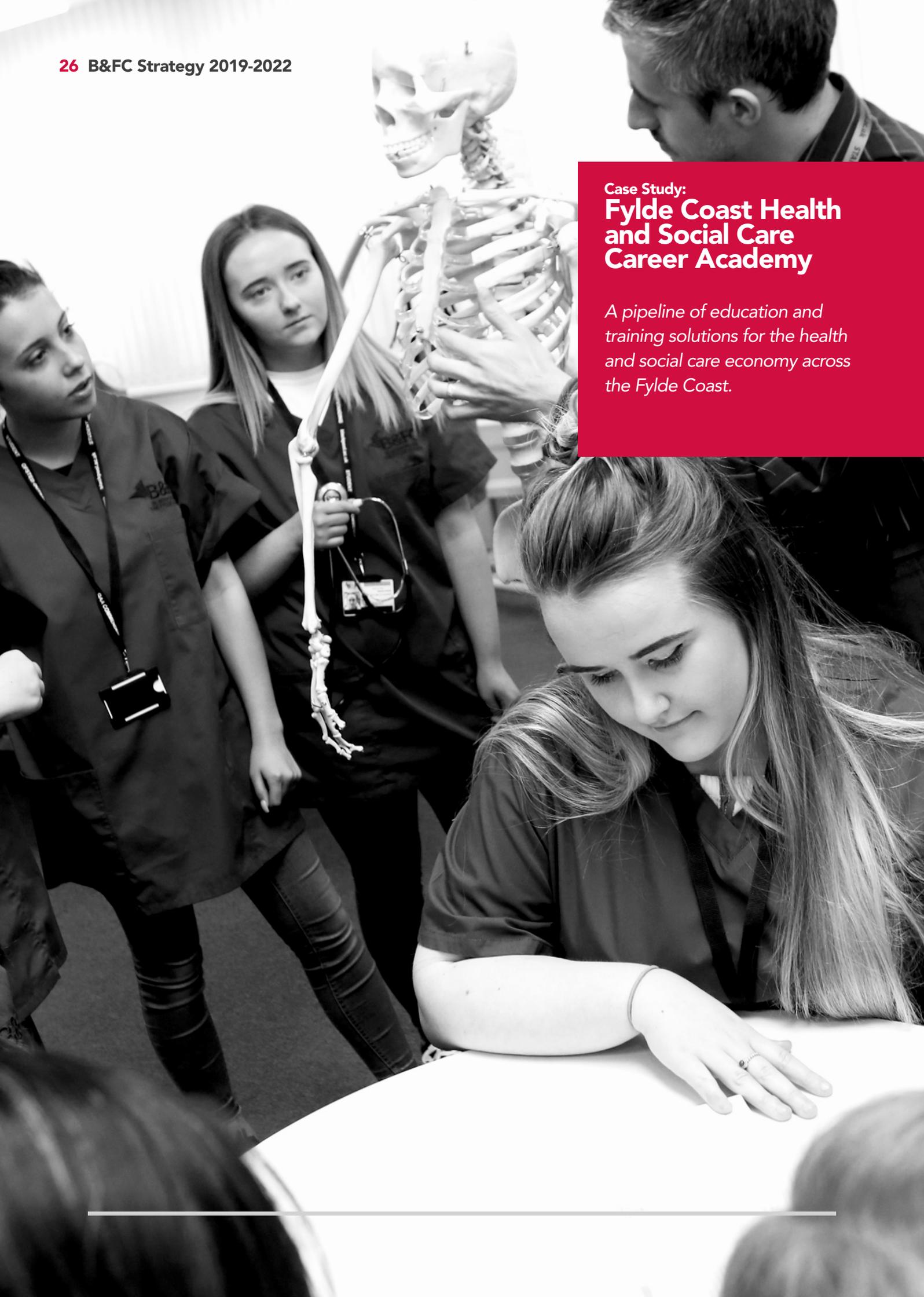
leavers, young carers and those from areas of disadvantage, to unlock their potential and reap the benefits of career focused education and training opportunities.

We will help people and businesses to thrive by ensuring everyone has the basic skills needed in a modern economy, including English and mathematics and digital skills.

Further investment in our College-wide Partners for Success programme, aimed at closing gaps in development, attainment and progression and providing stretch and challenge to maximise achievement for all will be central. We will also continue to invest in resources to support the mental wealth of our students through our Wellbeing Strategy.

We will provide the highest standard of professional support through effective careers information, advice and guidance, and engage with local schools to explain the benefits of technical and professional education and enable career progression through the offer of traineeships, apprenticeships, vocational training, further education and higher education.

We will also provide students with an increasing range of industry relevant opportunities for work experience and/or placements which enhance their employability.



Case Study:
**Fylde Coast Health
and Social Care
Career Academy**

A pipeline of education and training solutions for the health and social care economy across the Fylde Coast.

'We look forward to working with B&FC and the Health and Social Care Career Academy to further develop opportunities for adults in work to increase their knowledge and skills in this specialist area of mental health support. This is a key priority locally with levels of mental health need being significantly higher than in many other areas.'

Eleanor McManus, Career Transformation, Engagement & Development Manager, Blackpool Teaching Hospitals NHS Foundation Trust

The vision of the Fylde Coast Health and Social Care Career Academy is to facilitate the education, training and development needs of Fylde Coast health and care providers in partnership, led by those providers via the Career Academy Steering Group. In response to workforce development plans, people strategies and commissioning group needs, the Career Academy will provide a tailored local solution to the specific needs of the Fylde Coast population. Building on national Health Education England initiatives and those of Skills for Care and Skills for Health, and explicitly linked to the wealth of experience and expertise located in the steering group partners, the Career Academy will enable a 'home grown' strategy which meets the key needs of the local HSC economy.

The Career Academy is intended as a much-needed cross-sector platform and focal point for activity, a support for all those driving it, and a space for the more radical and emergent ideas to grow and evolve. It exists to support the vision for the Fylde Coast health and care sector which is: to create new models of care, wrapped around the local population and spanning across health and social care, to improve jointly the health and wellbeing of the Fylde Coast population.

Additionally the Career Academy will showcase current research to inform the models of prevention, treatment and care that are being implemented to improve the health and wellbeing of the local and indeed national population.

Lancaster University's Health Hub provides a cross-sectoral research platform to drive forward world-leading innovation in healthcare research. Major initiatives include an NHS Test Bed (one of only 7 nationally) and Whyndyke Garden Village, both of which represent significant investment and opportunity for the Fylde Coast.





Strategic goal 5:

To retain the financial stability to invest in inspiring education and learning that empowers students to reach their full potential

Our commitment to continuous investment in learning and teaching is enabled by effective financial leadership and management, providing a stable and sustainable context in which to build further growth. Ensuring that the impact, benefits and advantages of technical and professional routes to careers and of continuous investment in education and skills are well communicated and widely understood will be a continuing focus. Students must be able to make informed decisions about their next steps.

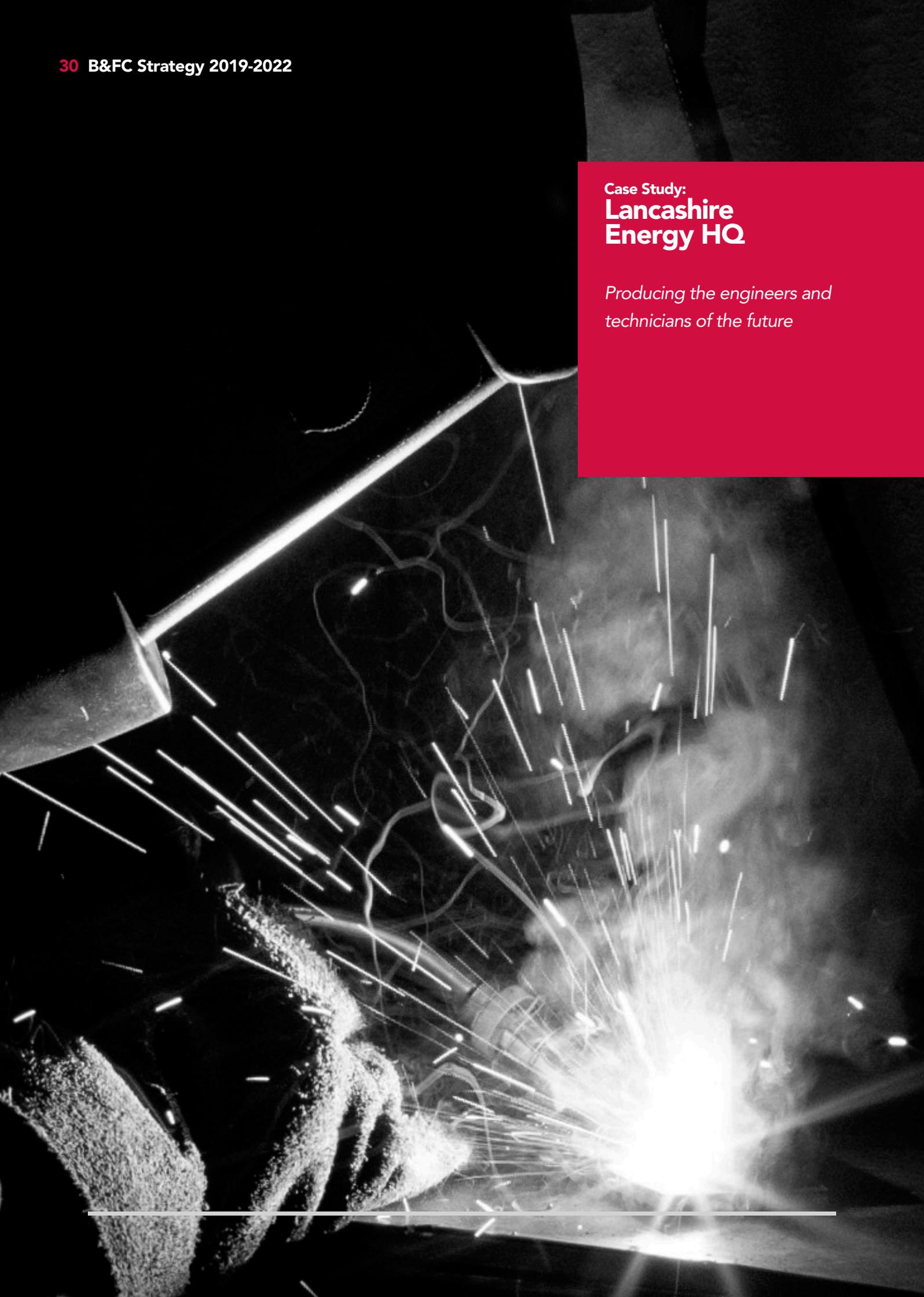
B&FC's Property Strategy has seen £56.5m of new builds, land acquisition and major refurbishments over the last 8 years, with further investment planned.

We will maintain our already robust financial position, securing the long-term viability of our provision and delivering value in all of our activity. We will continue to generate an EBITDA surplus of at least 10% to reinvest in the learning and skills valuable to the UK economy.



Case Study:
**Lancashire
Energy HQ**

*Producing the engineers and
technicians of the future*



'The LEP's Enterprise Zone strategy is based on a twin-track approach which looks to deliver jobs and opportunities locally while also creating a county-wide network of high capacity and integrated business hubs that work closely together. We now have four strong EZ sites including Hillhouse, Salmesbury and Warton, which combined make for a significant investor offer to new occupiers within the context of the Northern Powerhouse.'

Edwin Booth, Chair of Lancashire Enterprise Partnership (Blackpool and Wyre EZs go live, 5 May 2016)

Lancashire Energy HQ is an exciting development that will support renewable and low-carbon energy generation training and skills as well as traditional oil and gas. Lancashire Energy HQ is the anchor tenant for the Blackpool Airport enterprise zone.

Meeting identified skills gaps, Lancashire Energy HQ provides significant benefits and opportunities for local people and the wider Lancashire population to gain practical skills in this growing sector and support inward investment to the Fylde Coast. Green energy is high on the government agenda both nationally and regionally, and is a significant area of investment for the UK. Lancashire Energy HQ provides the latest technologies and training for the UK energy sector as a UK centre of excellence.





Strategic goal 6:

To continue to invest in people and partnerships that create an enabling foundation to deliver high quality education, training and skills for students

People are at the heart of our vision. As a vibrant, dynamic and inclusive learning community we are committed to creating an outstanding working environment epitomised by collaboration and opportunity where partnership enables the achievement of shared goals. Central to this is celebrating talent and achievement. The annual Corporation Board's Awards for Excellence in Learning and Teaching, and Excellence in Business Innovation Awards provide essential opportunities to share practice. Award ceremonies across all our provision celebrate a wide range of student achievements, from individual curriculum successes to the College-wide award ceremonies where degrees are conferred.

We are committed to the development of our engaged and committed staff, through our Leadership and Development Framework and our well-defined continuous professional development programme and opportunities for scholarly activity and industry updating, providing a structure for their development, strengthening capabilities, building knowledge and proactively supporting career progression.

Attracting and retaining the very best people will also be facilitated through our sector-leading reward package underpinned by the principles of performance management and the recognition of excellence. Our focused Employee Wellbeing Strategy is critical to employment success and supported by proactive

interventions and information. A key strength of our provision lies in our collaboration and partnership with students; partners in research and enquiry, active partners in all College deliberative committees and quality processes, and partners in shaping current and future curriculum. We strive to make our academic community a site for shared learning, development and enhancement, valuing and utilising the student contribution in meeting our strategic aims.

Case Study:
**School and college
partnerships**

*Dedicated school liaison
team supports educational
partners across the Fylde
Coast and beyond*



'The service B&FC provides for our learners is outstanding. The College's presence at our careers evening, parents' evening and visits to our Year 11 forms have all helped provide students with careers advice which is invaluable. B&FC's support with mock interviews has really helped our Year 10 students prepare for life after Millfield. It gives them confidence in meeting adults in a professional scenario and helps them engage better with employers when they go on work experience.'

Tim Grayston, Acting Deputy Head Teacher, Millfield Science and Performing Arts College

B&FC's College and School Liaison Team works with educational partners and offers a wide variety of bespoke activities, talks and events aimed at supporting them to help their students and ensure they are equipped to make informed choices about their future.

These range from drop-in and application sessions to careers conventions, and parents and options evenings.

College-based events include open days, master classes and campus visits.

B&FC also delivers regular teacher sessions to ensure colleagues have the knowledge and skills needed to help young people navigate the vast range of opportunities available to them.



Blackpool and The Fylde College

Bispham Campus · Ashfield Road · Bispham · Blackpool · FY2 0HB

University Centre · Park Road · Blackpool · FY1 4ES

Fleetwood Nautical Campus · Broadwater · Fleetwood · FY7 8JZ



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