

# B&FC Strategy

2022-2025

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

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# Foreword

Our core mission of “Inspirational learning, creating outstanding futures” has never been more relevant in delivering high quality technical and professional education which drives the economy and supports rich career opportunities as the post-Brexit, post-Covid new norms are established.

It is against the backdrop of the worldwide pandemic, the new trading relationships, the Government’s skills agenda and the broader Government growth agenda combined with our commitment to social mobility, sustainable provision and engagement with our stakeholders that our Strategy 2022-2025 has been developed.

In the context of unparalleled generational change, this strategy highlights that our core principles remain the same whilst our delivery continues to evolve, strengthen and adapt. We have innovated, increased our flexibility and agility and enhanced our digital learning skills and capacity, always holding our apprentices and students at the centre of all we do. We have continued to strengthen great relationships with employers through co-creation of opportunities, sharing best safe practices and ensuring we are aligned to the changing needs of the economy as it recovers from Covid and manages through the impacts of Brexit.

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

We are delighted that technical and professional education is now highly valued and recognised as the way forward for this country and we are at the vanguard of this skills revolution.

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, CBE OBE**  
Principal and Chief Executive

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# Ten facts about B&FC

**1.**

**B&FC is ranked in the top 3% of general further education colleges in England for six consecutive years for student success<sup>1</sup>**

**2.**

**B&FC is the largest single college provider of degree level education in England<sup>2</sup>**

**3.**

**We work with over 1,800 partner employers locally, regionally and nationally to co-create programmes that develop the skills, knowledge and attributes needed to secure rich and rewarding lifelong career opportunities**

**4.**

**We have been spearheading technical and professional education across the Fylde coast since 1892**

**5.**

**Our teaching colleagues are dual professionals; blending industrial experience with professional learning and teaching**



**6.**

**As an anchor institution, we are the power house that is driving the levelling up agenda in Blackpool in collaboration with partners**

**7.**

**We have a thirty-year strategic relationship with Lancaster University who is ranked in the UK top 15 of the University league tables<sup>4</sup> and number one in the northwest<sup>5</sup>**

**8.**

**We are the first college in the North West and third in England to be granted Bachelor's Degree Awarding Powers as of January 2022**

**9.**

**B&FC is a champion of social mobility and promotes extensive participation in education for those from a range of different backgrounds**

**10.**

**B&FC curriculum supports 9 of the Government's 10 Green Energy Plan commitments**

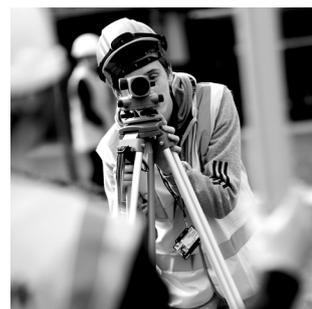
# Vision

**Our 2025 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 innovatively co-created with employer partners for industry. Situated in Lancashire and driving the professional and technical education agenda founded upon the pillars of investment in infrastructure, skills and innovation to deliver a place based levelling up agenda we will continue to innovatively act with pace and ambition to drive successful, lifelong, outcomes for individuals and employers locally, regionally and nationally.**

Blackpool and The Fylde College is a strong education and training provider with proven capabilities in the development of STEM-related skills and higher skills, the lynchpin of an economic future that lies 'in innovative and knowledge-intensive activities'. From our 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 our students. We will continue to re-skill and upskill our community in a post-covid era to surpass the challenges individuals, communities, regions and the nation faces.

With 130 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 and innovation.

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.



**The Government's strategy "Building Back Better", the guiding focus on achieving people's priorities of levelling up, supporting the transition to net zero, and supporting a Global Britain has skills development, alongside infrastructure and innovation as one of its' core pillars.**

**In realising our 2025 vision we will agilely respond to emergent challenges and opportunities in order to meet the needs of our students, our employer partners and our stakeholders and capitalise on these for our community. We are fully aligned to the skills development pillar of the national strategy which focuses on technical and professional education, lifelong learning, lifetime skills guarantee and building the apprenticeship revolution through development of Institutes of Technology which we are leading for Lancashire.**

We are at the centre of our placed based economic rebuild translating national strategies on infrastructure, skills development and innovation into practical delivery for professional and technical education. National policies are a vote of confidence in our delivery model in aligning the substantial majority of post-16 technical education and training to employer-led standards through T-Levels and our planned development as a flagship Institute of Technology further strengthens practical employability skills within science, technology, engineering and maths aligned to the Skills for Jobs White Paper.

We will actively seek out and create great opportunities to invest in skills delivery that makes a real difference to both the economy and peoples' lives.



Our delivery also addresses the under employment of adult students through the Lifetime Skills Government Guarantee. The guarantee offers many adult students free access to Level 3 qualifications and skills focused on our core delivery strengths in business, engineering, health and social care, and digital, and improves people's employment prospects and opens up new opportunities.

Living and working through the pandemic further embedded the need for all to access appropriate digital skills and the digital agenda remains at the core of our delivery models in supporting all students to access lifelong skills needed to unlock and secure opportunity and sustainable high value employment now and into the future.



# 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 levelling up agenda.**



With an economy valued at over £32 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 continues to invest heavily in the infrastructure within Lancashire to maintain the regions national standing across a range of established and developing employment sectors and remains on track to deliver 11,000 new jobs, build 3,900 new homes and attract £1.2 billion of new private sector investment.

B&FC, located in Blackpool the UK's Number One seaside resort acts as an economic hub across the Fylde Coast and wider Lancashire economy and is centrally located to Lancashire's four 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 exchequer<sup>7</sup>.

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 c14 000 students choosing B&FC annually, Blackpool and The Fylde College is its people and its communities.

As such we will not compromise on maximising the opportunities the transition out of Covid presents in terms of retraining and upskilling all of our community.

# Mission

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

# Purpose

**We are an innovative and entrepreneurial community college which specialises in technical and professional education responsive to the needs of the economy, developing skills and knowledge as a route to productivity, prosperity, social mobility, environmental awareness, and continued employment.**

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# 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 everyone to achieve their full potential

**5.**

Working collaboratively to achieve excellence and growth across all the communities that we serve

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## Strategic goal 1:

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

**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.**

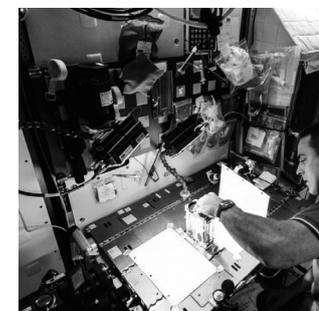
We will maintain our focus on 'Being Outstanding', delivering the high quality learning and teaching which inspires student success. We are dedicated to the development of key employability skills facilitated by a supportive, inclusive and aspirational culture where all students can grow and thrive.

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 and learning opportunities.

Multi and inter-disciplinary 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. As the economy restarts, we will set the bar at the highest levels to give our communities the best access to the greatest opportunities.



Case study:

## Prestigious IET accreditation



**"Engineering is a vital part of the UK economy, not just in terms of significant turnover but also with regards to employment. For every new engineering role an additional two jobs are created in the economy."**

**Engineering UK chief executive Paul Jackson**

Through IET accreditation, B&FC's engineering team has received the highest industry honour. And graduates from three of the College's engineering degrees - BEng (Hons) Engineering (Aerospace), BEng (Hons) Engineering (Mechanical) and BEng (Hons) Engineering (Mechatronics) - can now apply for professional registration with the IET, a hugely important benefit. The engineering team was accredited with Partial CEng - the highest level available for BEng (Hons) degrees.

The accreditation vetting process is rigorous, focusing on a wide range of topics including academic integrity and the strength of college links with industry. The three degrees are recent additions to B&FC's higher engineering qualifications. According to recruitment agency Michael Page, there is currently a shortfall of 55,000 skilled engineering professionals in the UK. And that number grows every year. B&FC graduates are accessing careers to bridge that skills shortfall and we will use the opportunities of the changing shape of the economy to accelerate placing B&FC students at the forefront of accessing these opportunities to strengthen social mobility locally and regionally.





## **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, these demands have never been higher in a post-covid environment where changing skills demands and digital requirements will need to be satisfied. Additionally, our long-standing 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.

In partnership with employer partners, 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 individuals through the apprenticeship revolution being driven at a national level.

We will continue to 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.

Case study:

## Blackpool Transport



**"This investment in our people of the future is so exciting and a real milestone on our journey to provide a first-class local transport network with well-trained and highly-skilled staff members. Blackpool and The Fylde College has provided a huge amount of support and care already and I'm delighted to be able to work with such a fantastic centre of learning."**

**Jane Cole, Managing Director at Blackpool Transport**

Local bus and tram operator Blackpool Transport has announced that it is investing heavily in apprenticeships training under a partnership forged with Blackpool and The Fylde College.

The new staff development programme will see existing employees embark on a Level 3 or Level 5 apprenticeship in Leadership and Management.

New apprenticeships will be in Engineering, Human Resources and Digital Marketing as Blackpool Transport continues its programme of investment, modernisation and exploitation of the latest technology.

The development programme gets underway in May and will be run through the company's recently established virtual training school, which aims to provide a community of lifetime learning and development that offers continuous training for all employees within the business.

Study will take place using some of the most modern and best equipped facilities available within B&FC. Those working towards Level 3 qualifications will study at the Lancashire Energy HQ campus, whilst Level 5 students will be using the B&FC University Centre in Blackpool. Both campuses provide a very adaptable and class-leading learning environment.





## 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

**Whilst there are challenges there are also many opportunities post Brexit and post Covid in restarting, reinvigorating and rebalancing sustainable economic growth which is key to our individual and collective future. Flexibility, agility, innovation, creativity, connectivity and investment in people are facilitating factors. The vision, as we Build Back Better to deliver the levelling up agenda, 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 invest further on digital skills development not just within particular fields, in areas such as robotics and computing, but also through building the confidence of all students to adapt to the impacts of emerging digital platforms, products and services which have grown at an exponential pace through the pandemic and which employers will demand as core competencies across a skilled, agile and dynamic workforce.

Investment in high quality, agile 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 to drive their business forward 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 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) for our Level 6 computing provision, the Association for Project Management (APM) and The Institute of the Motor Industry (IMI) as well as winning the Best Employer and Provider Collaboration Award, with Westinghouse and ONR at the national UK Nuclear Skills Awards organised by NSAN and Cogent Skills.

Case study:

# Lancashire Energy HQ



**"We're delighted to have been recognised with our partners for our work in delivering training to the next generation of nuclear industry leaders. This degree apprenticeship is proven to deliver high calibre engineers, which in turn is attracting other ambitious and talented students to the programme. Our first-class facilities and support we offer to employer partners has been identified among a range of benefits for working with Lancashire Energy HQ and B&FC on higher and degree apprenticeship programmes."**

**Candice Downie, Operations Manager at Lancashire Energy HQ**

New cleaner energy sources and the de-carbonisation agenda will be at the forefront of the sustainability challenge in the coming decade and nowhere is better placed to be leading this revolution than Lancashire Energy HQ continues to be at the forefront of providing the latest technologies and training for the UK engineering and energy sector. Delivering the next generation of engineers through our now award-winning training and apprenticeship scheme.

B&FC's Lancashire Energy HQ has received national recognition winning the 'Best Provider and Employer Collaboration Award' at the 2021 UK Nuclear Skills Awards. With strong competition from major nuclear organisation collaborations, Magnox Apprentice Recruitment and The Project Academy for Sellafield, this accolade recognises the partnership work achieved in developing our apprenticeship

programme, distinguishing it as one of the best in the UK. Development of the Nuclear Engineering Degree Apprenticeship curriculum was achieved through successful collaboration by the HADA team at Lancashire Energy HQ, BAE Systems (Submarines), Westinghouse Springfield Fuels, and the Office for Nuclear Regulation.

Such strong employer relationships will continue to contribute to developing skills and education in the energy sector.

This apprenticeship is now in its 5th year and is set for accreditation by The Institution of Engineering and Technology later in 2021.

Our apprentices have previously won at the National Skills Academy for Nuclear awards and one apprentice achieved the highest employer distinction - the BAE Systems Chairman's Award.

Our aim is to continue to achieve excellence, providing industry relevant learning experience to the next generation of nuclear industry leaders.





**Case study:**

**Chay Lonsdale,  
BEng Aerospace  
Engineering**

**“At B&FC I can get a prestigious top 15 university degree in my home town without the costs associated with leaving home. The one-to-one teaching approach means the learning objectives are fully understood before you leave the classroom.”**

Engineering student Chay Lonsdale was over the moon to receive an outstanding D\*D\*D and has chosen to stay on at B&FC – studying the BEng Aerospace Engineering, awarded by UK top 10 Lancaster University – to pursue his dream of becoming an aircraft technician.

**WITH B&FC**

## Strategic goal 4:

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

**Our ambition to act as a catalyst for change, we actively promote diversity and champion inclusion support economic regeneration and social mobility. Long-term, sustained commitment to improving social mobility through education is a central tenet of government strategy and continues to be central to our mission. Widening participation by breaking down cultural, economic and social barriers through positive equality, diversity and inclusion measures to support access, ensuring that there is a pipeline of opportunity for all students, and enabling high attainment through appropriate stretch and challenge are fundamental.**

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. Specifically, we will step-up to meet the challenges the worldwide pandemic will drive as the workforce needs to reskill and be redesigned as businesses and industries adapt to different models of delivery and achievement.

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 health 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:**

**Jamie Russell,  
Level 3 Health  
and Social Care**

**“I enjoy the practical elements of working in a medical environment and this course is well suited to what I want to do. The skills I am learning are relevant when I go on work placements and the career planning module helps you to understand what to do to achieve your goals ”**

Thanks to his hard work and dedication and with the and support of his tutors, Health and Medical student Jamie Russell got the grades needed to pursue his dream of becoming a paramedic.

## Strategic goal 5:

# To retain the financial stability to invest in inspiring education and learning that empowers students and apprentices 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 that 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 Refreshed Property Strategy sees a further £13m of investment in the coming 5 years building on previous investment of £56.5m of new builds, land acquisition and major refurbishments over preceding decade. We will invest further resources as we lead Lancashire's partners in the development of a flagship Institute of Technology ensuring that we remain at the forefront of professional and technical opportunities for our communities.

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 valued and valuable to the UK economy.





Case study:

## Construction Skills Centre

**"The world of construction is changing fast - and it's essential our students are on top of their game and fully conversant with the technology powering the next generation of construction projects. We're working closely with industry to make sure that the learning experience provides students and graduates with the experience and technical skills to slot straight into the workforce. B&FC has already carved an impressive reputation for working with businesses across Lancashire and beyond to address skills shortages. Through the experience and knowledge they provide to tomorrow's leaders of enterprise, B&FC will strengthen further the county's economy and help fuel sustainable success across many key industry sectors."**

**Jon Tomkinson, B&FC's Head of Construction**

B&FC Construction Skills Centre (CSC) has received a £1m investment in cutting-edge facilities and equipment.

The CSC features a wide range of flexible workspaces simulating site environments. And following the huge financial commitment students now have access to the very latest tools and technology – which includes surveying and business information modelling applications.

Specialist equipment at the CSC includes power tools from IE Festool, Felder woodworking machines, and Leica surveying equipment. B&FC's rolling programme of investment ensures students have access to facilities and experiences equipping them with the skills for modern workplaces.

In the past three years, more than £8m has been spent across the College's five campuses strengthening its position among the UK's top 3% of further education institutions for student achievement.





**Case study:**

**Steve Gleaves,  
Network  
Engineering  
Alumni**

**"The tutors were so encouraging - I couldn't have done it without them," Steve says. "It can be daunting at first, but you've just got to take that first step. The College is also a CISCO Academy, which meant I was able to get CISCO certified as part of my course – it opens doors for you."**

**For Network Engineering student Steve Gleaves, studying just two days a week meant he could carry on working and still have time for family and other commitments. He graduated in July 2018 with a first class honours degree and is now CPE Engineer at Daisy Communications Ltd.**

## 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, diverse, 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 colleagues, 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.

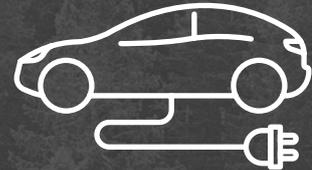
We strive to make our academic community a safe and healthy site for shared learning, development and enhancement, valuing and utilising the student contribution in meeting our strategic aims.



Achieved 2014-2020 targets on reducing carbon emissions, water consumption and power consumption



B&FC curriculum supports 9 of the government's 10 Green Energy Plan commitments



College vehicles are being replaced by EV (Electric Vehicles) upon renewal



All campuses now smoke free



Increased the use of local food suppliers by 20% decreasing food miles



Increased the range and number of ecobased products used by the cleaning team



Introduced a plant-based menu at selected outlets in 2021 supporting students to eat healthier and save the planet



Introduced incentives for refillable cups in Starbucks decreasing waste

## Strategic goal 7:

# We will work collaboratively towards an environmentally sustainable agenda both as a college and with our local, regional and national partners

The UK Government has set the ambitious target to achieve "net zero" carbon emissions by 2050. Specifically, within education this builds on the Stern review which highlighted that

**"No-one can predict the consequences of climate change with complete certainty; but we now know enough to understand the risks. Mitigation - taking strong action to reduce emissions - must be viewed as an investment, a cost incurred now and in the coming few decades to avoid the risks of very severe consequences in the future. If these investments are made wisely, the costs will be manageable, and there will be a wide range of opportunities for growth and development along the way".**

At B&FC we have built a sustainability strategy based upon our responsibilities as an educator, a business and a community partner. Our future strategy builds upon our £12m investment in Lancashire Energy Head Quarters (LEHQ), an investment ahead of its time, focused on providing a highly skilled workforce delivering tomorrows renewable and traditional energy skills today.

As educators we are focused on building sustainability issues into all aspects of the curriculum to support our students with knowledge, skills and values which will be necessary to mitigate the impacts of climate change.

Our students need to be aware of and understand the issues around climate change and sustainability and through building this approach into our professional and technical delivery model we will further strengthen the competencies on sustainability matters and further enhance the employment prospects and emerging industry opportunities of our students.

We will build on our green credentials to minimise carbon impacts from our existing facilities and operations. Furthermore, as we grow and develop our offering to students we will

view all of our investments and developments through the sustainability lens in safeguarding the future.

As a community partner we will continue to collaborate across a broad spectrum of businesses, community projects and initiatives strengthening sustainability matters through direct actions, negotiation and influencing of partners and policy locally, regionally and nationally.

# Proud to be working in partnership with...





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