City of Portsmouth College

STRATEGIC PLAN

2026 – 2030

City of Portsmouth College

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>
> Tim Jackson OBE, Chair of Corporation



Welcome

From our Chair of Corporation, Tim Jackson OBE

City of Portsmouth College is a well-established and successful leader of further education and skills in the city and wider region. We are proud of the success of our first five year strategy which captured our commitment to expand provision, build a financially resilient and effective service while improving the consistency of the quality of delivery. The external endorsements we have received, together with our own close monitoring of key milestones and metrics, validates that success.

This new strategy continues our commitment to excellence of service to learners while further strengthening connectivity with stakeholders across the Portsmouth area in supporting individual learning opportunities and economic growth.

The board of governors are proud to serve our communities, employers and businesses and are committed to ensuring the success of this next five year strategy.

Tim Jackson OBE
Chair of Corporation

Foreword

From our Principal & CEO, Katy Quinn

So far, our journey has been one of transformation, resilience and collective ambition. Together, we have secured a strong Ofsted Good judgement, stabilised and strengthened our finances, and achieved significant growth.

Our new strategic plan looks ahead with confidence and purpose. We aim to strengthen connectivity across the city, embracing the transformative opportunities of digital innovation and AI to enhance learning, support students, and expand our business and employer services. At the heart of this ambition is an uncompromising focus on excellence – in the quality of the student experience and in the service we provide to all our internal and external partners. As a skills bridge for Portsmouth, we will work ever more closely with local businesses to match talent with opportunity, helping to address skills gaps, drive economic growth, and unlock potential across our communities. The journey so far has been remarkable – and the next chapter promises even more.

Katy Quinn
Principal & CEO



> Our new strategic plan looks ahead with confidence and purpose.
>
> Katy Quinn, Principal & CEO

Our Mission and Vision

Mission: Creating a better future by unlocking the potential of our learners.

Vision: The College of choice for Portsmouth and our region, recognised for excellence in all we do.

Our Values

Our values are shaped by the C.A.R.E.S acronym:

- Be Collaborative
- Be Aspirational
- Be Respectful
- Be Empowering
- Be Supportive



Our ambition:

The new Strategic Plan 2026-2030 will enable COPC to:

- lead the city's inclusion strategy
- deliver a world class, employer aligned curriculum
- become the central skills engine of Portsmouth and the local region
- operate with excellence, consistency and high performance
- build a sustainable, digitally modern future.

COPC will be a Skills Bridge for Portsmouth, bridging:

- young people to work and higher education
- adults to new careers and upskilling
- industry needs with employer designed skills solutions
- deprivation with opportunity
- the city's ambitions with a world class local College.

Strategic Goals

Each of COPC's strategic goals provide the catalyst for achieving its overall ambitions. Here, each overarching strategic goal is outlined, alongside further detail on how each will be fulfilled.

1. Create an aspirational, inspirational, and inclusive environment for learning and work
2. Offer a world-class curriculum
3. Strive for excellence in all we do
4. Be a trusted partner for the communities we serve, fostering collaboration and engagement
5. Ensuring a sustainable future – balancing growth, investment and community service.

Key underpinning principles

- Excellence
- Digital
- Connectivity











Goal 1

Create an aspirational, inspirational, and inclusive environment for learning and work:

- learning is at the heart of our College
- a trusted anchor institution
- we embody our values in all we do
- the FE employer of choice for our region.



We will achieve this goal through the following actions:

- lead a city inclusion and progression framework for SEND, NEET, and disadvantaged learners
- tackle barriers that affect Portsmouth learners working closely with PCC and partners on targeted additional funding, attendance intervention and welfare support
- refresh campus environments to reflect diversity and modernity and promote a culture of belonging and excellence
- visibly embed our CARES values in behaviours, communications, and learning spaces
- refresh the staff value proposition and develop a compelling offer that positions COPC as the FE employer of choice, improving recruitment and retention in a competitive skills market.



Goal 2

Offer a world-class curriculum

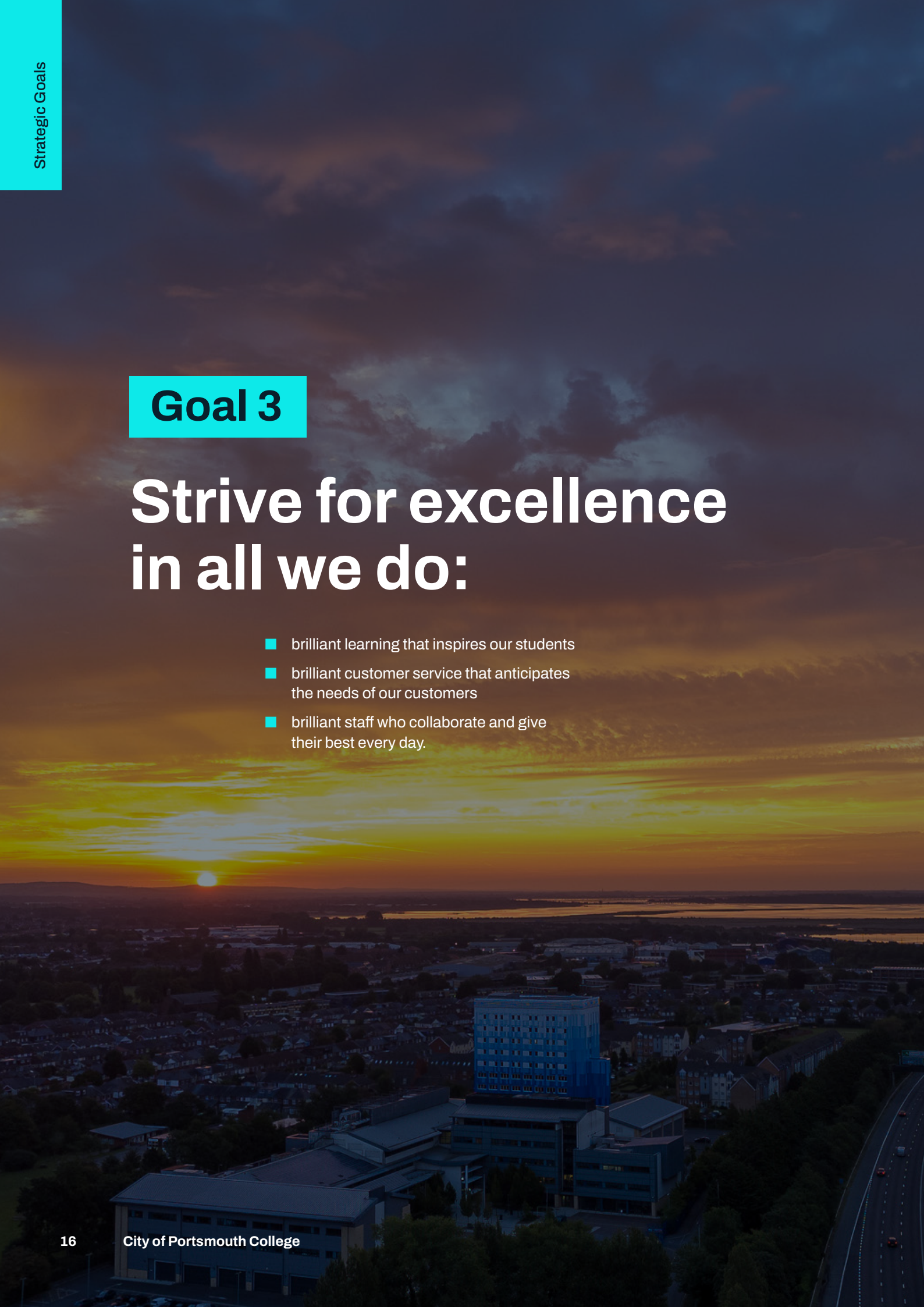
- an agile curriculum that meets current and future skills needs
- a broad and inclusive curriculum, building on what we already do well and aligned to local need
- positive student progression: Work ready, University ready, Life ready.



We will achieve this goal through the following actions:

- COPC will create up to ten new sector specialist clusters, aligned to local, regional and national priorities
- ensure our curriculum for 16-18 meets the wider development needs for life including resilience, professional behaviours, essential life skills, digital skills and sector competencies provided to students through our very own, unique and tailored employer-endorsed digital Skills passport
- develop tailored curriculum translation that converts employer insights into content delivered within our curriculum and supports the development of learners
- create a bespoke COPC “Tube Map” of opportunity and progression that reflects and responds to the National Post-16 Curriculum Reform.





Goal 3

Strive for excellence in all we do:

- brilliant learning that inspires our students
- brilliant customer service that anticipates the needs of our customers
- brilliant staff who collaborate and give their best every day.



We will achieve this goal through the following actions:

- provide consistency in the quality of the student experience across all campuses, with unified expectations for all courses
- transform our customer service with robust service standards and introduce an internal customer service excellence recognition programme
- tackle silo working by expanding cross-college working groups in teaching, support and employer engagement
- enable more flexible and responsive professional development opportunities for all staff, building their AI and digital confidence so that it improves day to day operations and positively impacts the College and students.

Goal 4

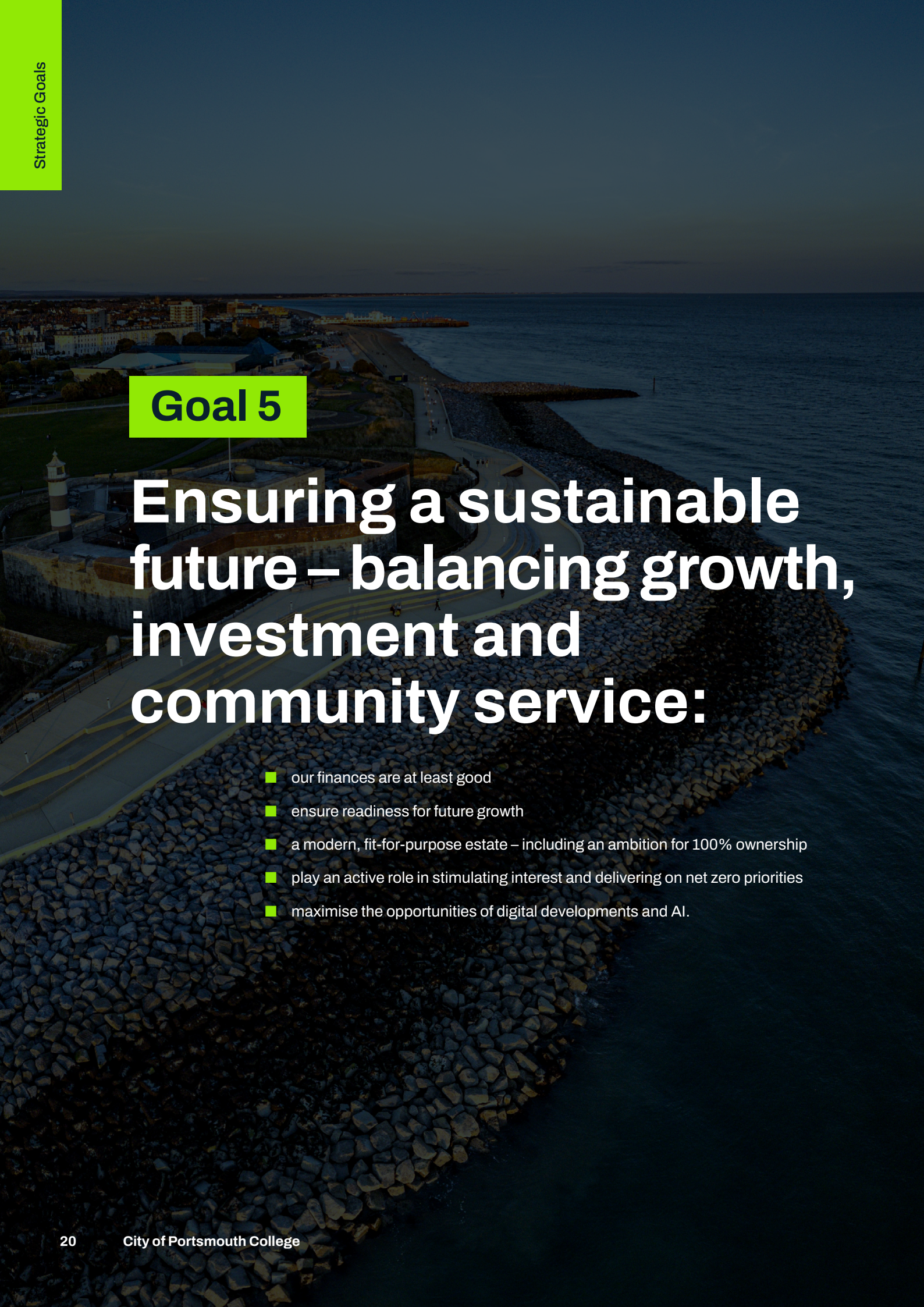
Be a trusted partner for the communities we serve, fostering collaboration and engagement:

- strengthen and lead relationships with key partners so we can continue to meet the city and wider regional employment and skills needs
- actively collaborate with employers and wider stakeholders to build mutually beneficial partnerships that improve the prosperity of the communities we serve
- remain open to new partnerships and opportunities that emerge.

We will achieve this goal through the following actions:

- introduce new ‘Cluster’ meetings and build on the current employer advisory boards to support the co-design of relevant skills ladders, curriculum content and industry projects
- implement a unified CRM to capture all employer interactions and enable the identification and promotion of employer tiers to support relationship management and strategic partnerships
- launch a new Skills Bridge initiative to raise awareness of the College’s role and ambition within the city
- create and implement our own bespoke employer endorsed digital skills passport to give our students a competitive edge when progressing to employment.





Goal 5

Ensuring a sustainable future – balancing growth, investment and community service:

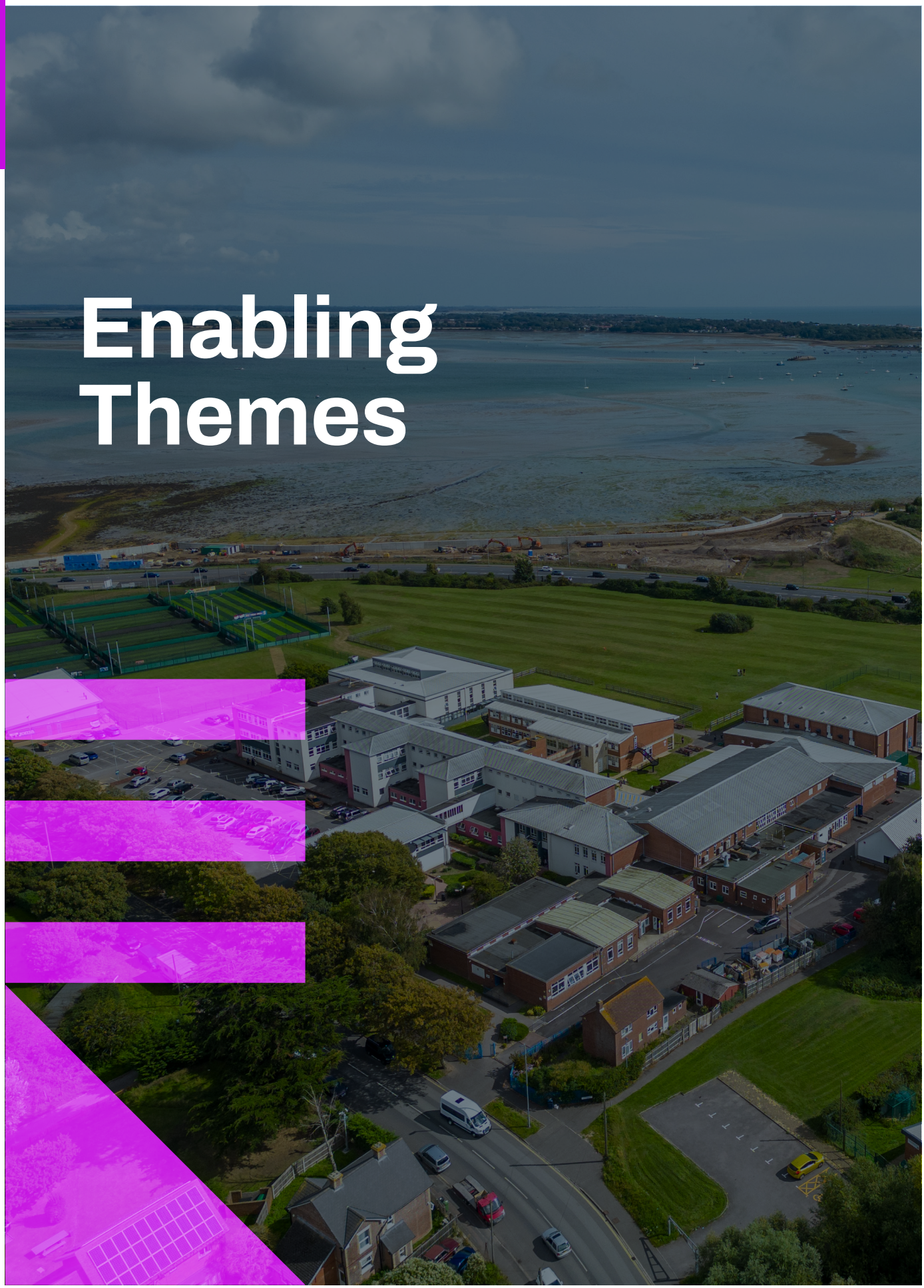
- our finances are at least good
- ensure readiness for future growth
- a modern, fit-for-purpose estate – including an ambition for 100% ownership
- play an active role in stimulating interest and delivering on net zero priorities
- maximise the opportunities of digital developments and AI.



We will achieve this goal through the following actions:

- continue our digital transformation by implementing a modern data infrastructure, real-time dashboards, automated reporting and reducing the reliance on manual manipulation of data
- renew the College's master estates plan with the ambition of 100% ownership, if financially feasible
- continue the upgrading of the estate to maximise energy efficiency and reduce our carbon footprint
- grow our capacity to pro-actively respond to new funding and bidding opportunities.

Enabling Themes



Our enabling themes are the driving forces that will help us achieve our strategic goals.

1. Strong finances – efficient operations and planning; effective controls; carefully monitored financial KPIs delivering at least good financial health; finance as an enabler

2. Excellent quality – student and staff experiences and expectations aligned across campuses, using data, dashboards and AI to support with consistency and improvement

3. Outstanding staff – stronger workforce planning; a refreshed employer promise and improved staff recognition

4. A modern estate, future-proofed IT infrastructure and robust information systems

5. Excellent marketing and communications – an evolution of the strong COPC brand that reflects our ambitions and strengthens the employer brand.

City of Portsmouth College

Find your brilliance

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