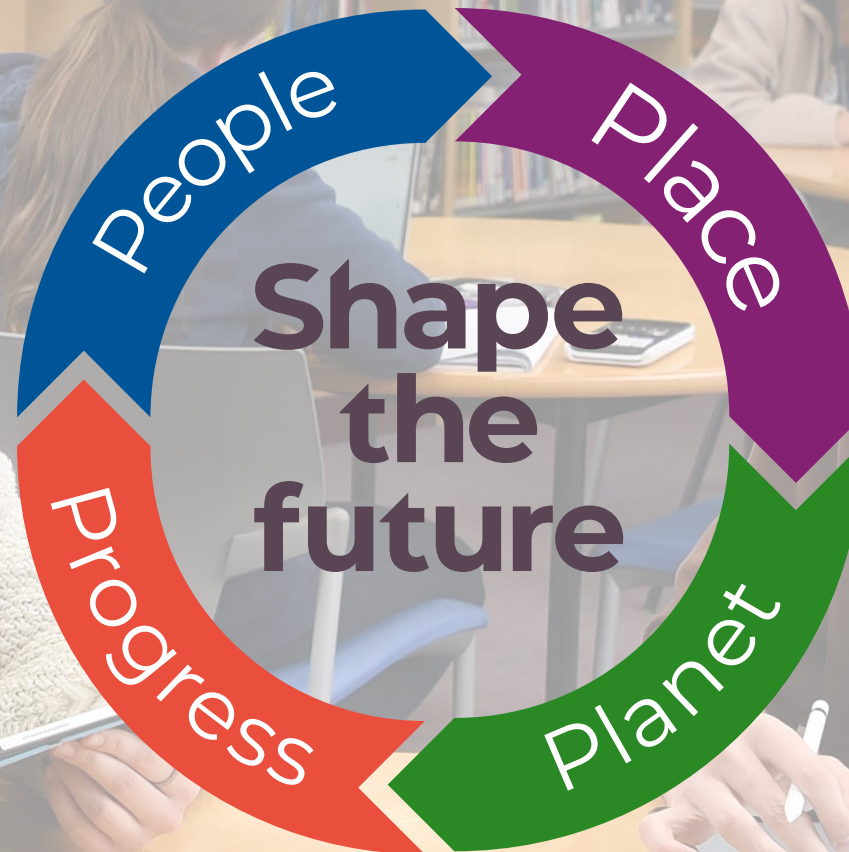


# Strategic Plan 2024 - 2028



Opening doors,  
hearts and minds  
to shape the future



Hills Road  
Sixth Form College  
Cambridge

# Introduction

## People

We will retain and recruit diverse, high-quality staff, and provide opportunities for personal and professional growth to meet the needs of the future. We will continue to serve our Cambridge Area Partnership students, reduce barriers to learning, and empower the leaders of the future.

## Progress

We will be creative and confident leaders harnessing the potential of ideas, the power of community and the capability of technology to enrich our approaches to learning and working.



## Place

We will expand and create a modern, vibrant campus that enhances the College environment and meets the future needs and aspirations of our staff and student community.

## Planet

We will be a voice for action on climate change. We will commit to making a tangible difference by role modelling and educating for the action needed locally, nationally, and globally to address the climate and biodiversity emergency.

***“We did not come to fear the future.  
We came here to shape it.”***

Barack Obama



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# 1. People

We will recruit and retain a diverse, high-quality staff team who are provided with opportunities for personal and professional growth, meeting the needs of future cohorts and the demands of the fourth industrial revolution. We want to continue to serve our Cambridge Area Partnership students by developing impact skills; reducing barriers to learning and empowering the leaders of the future. ►



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# 1. People

## ► We will do this by:

- Introducing values-led recruitment and retention strategies that allow us to retain and recruit colleagues who embody the excellence we seek.
- Creating remission incentives to encourage a significant number of teaching staff to train as examiners.
- Developing a financial plan to provide top quality facilities and resources that support colleagues and students to achieve their best outcomes.
- Redrawing our curriculum map to capture our educational commitment better and to make sure we are meeting both current and future needs.
- Building our network of employment and Higher Education links to support the development the impact skills needed successfully to navigate future employment opportunities.
- Achieving an external kitemark as an employer of choice, including for diversity and neurodiversity and developing a shared language and set of expectations based on our values.
- Adapting the College timetable to support growth in student numbers to meet the continued rise in Cambridgeshire and surrounding areas that will occur up to and including 2030. We are aiming to increase our on-roll number by at least 250 students by the end of this plan.
- Continuing to increase our percentage of students from more deprived deciles and those in receipt of free college meals.
- Investing in a new role focused on development and fund-raising, linking with alumni and employers to leverage future employment skills, connections and investment.
- Extending our coaching culture to successive cohorts of staff aiming to train 85% of leaders and managers in a coaching approach by the end of this strategic plan, maintaining and expanding our routes to support and sustain positive mental health for staff and students.





## 2. Place

We will expand and create a modern, vibrant campus that enhances the College environment and meets the future needs and aspirations of our staff and student community. ►



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## 2. Place

### ► We will do this by:

- Championing the rationale behind our bid to secure commitment to Hills Road North in any future opportunities that emerge.
- Reinventing underused spaces through ring-fencing budgeting for smart, creative design and furniture.
- Financing a plan that allows us to maximise our outdoor space for social, community - and potentially study and teaching – purposes.
- Undertaking a feasibility study regarding the potential development of our Luard Road site.
- Keeping academisation and Multi Academy Trust creation as a live option throughout the next plan.
- Creating comfortable and modern teaching and working spaces through a rolling programme of upgrades.
- Allocating spend to achieve flexibility of use within our large and single storey spaces.
- Committing design spend for immersive digital space for collaborative learning, filming and use of VR.
- Preparing for bid funding opportunities through careful surveys and analysis to support our case for growth.
- Investing in our service infrastructure – utilities and toilets - to create a site that is future-proofed for growth.
- Reimagining how we might plan and provision for examinations on an even larger scale than now.
- Remaining open to other solutions to demographic growth, including accommodation in sites elsewhere.





# 3. Planet

We will be a voice for action on climate change. We will commit to making a tangible difference by role modelling and educating for the action needed locally, nationally and globally to address the climate and biodiversity emergency. ►



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# 3. Planet

## ► We will do this by:

- Ensuring that sustainability and carbon literacy learning become embedded within our Educational Commitment.
- Embedding sustainability education opportunities wherever they present themselves within our curriculum subjects.
- Delivering on our commitment to reduce our carbon footprint by 50% (against 2018-19 levels) by 2030.
- Taking opportunities to share and promote our passion for the environment with all stakeholders, including addressing climate anxiety where we can.
- Developing robust data systems for measuring and addressing emissions, including Scope 3, in order to contribute to the 50% reduction by 2030.
- Continuing to invest in our site infrastructure to ensure it is as green and energy efficient as possible.
- Providing opportunities for our students to learn about green jobs and careers, including through annual focal events – both local and national.
- Finding creative ways to develop the biodiversity of our campus through innovative use of outdoor space.
- Developing a food and waste strategy and driving improvements on energy reduction.
- Implementing measures that enable staff and students to make greener travel choices more readily.
- Supporting training for all staff in climate change to support the College's delivery goals including through an annual training session.
- Investing in a new role to help us drive forward our sustainability goals.





# 4. Progress

We will be creative and confident leaders harnessing the potential of ideas, the power of community and the capability of technology to enrich our approaches to learning and working. ▶



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# 4. Progress

## ► We will do this by:

- Supporting and investing in a culture of innovation: encouraging risk-taking and trial and error in support of excellence.
- Investing in friction-free access to data and information that underpins good decision-making, specifically in estates, finance, HR and adult education.
- Embracing and building staff and student confidence in their digital capabilities to become a leading digital college in the sector maximising the support it offers for great learning and working gains, including exploring the opportunities of blended learning approaches.
- Creating and delivering a digital support hub and strategy focused on upskilling staff and students and building on the Joint Information Systems Committee (JISC) Discovery and Elevation tools.
- Developing our own approach to digital examinations working in partnership with awarding bodies to be a leading-edge organisation nationally.
- Reimagining our current library provision and our curation and storage of college information to maximise its potential to support learning, knowledge and enquiry for staff and students.
- Continuing to strengthen our sense of community, including through the celebrations of current and former staff and students for our 50th anniversary and by taking forward ideas and opportunities for philanthropy and partnership.

