FEARLESS BY DESIGN

HULL COLLEGE

Strategic Plan

2025-2028



FOREWORD

Message from the Chair of Governors

There's something about Hull that stays with you. It's a place with grit, pride, humour and enormous potential. It's also a place that's been overlooked too many times, underestimated by people who didn't look closely enough, or long enough, to see what's really here.

Hull College is no different. In recent years, it has gone through enormous change. It has faced hard truths, made bold decisions, and fought to become something better, not just financially stronger, but braver, more confident, and more essential to this city's future.

Our new strategic plan is a public declaration of intent. It says: Hull College is ready. Ready to lead, ready to innovate, and ready to play its part in shaping Hull's next chapter.

In step with Hull's regeneration and the Humber's green industrial future, our college is positioned to serve and shape the next phase of the city's success. There are few colleges in the country that have made this kind of turnaround in such a remarkably short space of time. There are fewer still doing so with such ambition, creativity, and care.

I've had the privilege of serving on college boards for several years. I know the difference further education can make to lives, families, and whole communities. But what's happening here at Hull College feels different. The ambition is real. The belief is growing. And the results, already visible, are just the beginning.

To our learners, our staff, our partners, our governors and our city: this is your college. And we're proud to be Hullraisers.

Let's keep going.

Rob Lawson OBE
Chair of Corporation

Message from the Principal/CEO

I shouldn't be here.

By every law of averages, born on a Sheffield estate, the child of two unemployed teenagers, one of them illiterate, I wasn't supposed to end up leading one of the most ambitious, award-winning colleges in the country. But here I am. And if there's one thing that journey has taught me, it's this:

Education changes everything.

This plan is about what's possible when you refuse to pull the ladder up behind you. It's about Hull College becoming the college this city deserves, bold, fearless, and unapologetically proud of who we are and where we're from.

Hull has had its share of knockbacks. So have we. But this is a college that's 160 years deep in this community. We've taught through wars, floods, government changes and a sea of naked blue people. We've trained generations of engineers, artists, nurses, welders, builders, business owners, carers and creators. We've done the work. And now, we're ready to lead.

We don't cherry-pick students. We don't coast on prestige. We welcome the ones who need us most. Some arrive without GCSEs, some arrive after a journey of thousands of miles, some come to us for retraining, some come to us fiery and ambitious. They are determined, bright, hopeful. Hullraisers, every one of them.

This plan is for them. For the young people who've been told they won't make it. For the adults retraining at 40. For the three-month-old in our nursery and the pensioner in our ceramics class. For the refugees fleeing war and the young adults growing up in East Hull.

It's also for our staff, who've walked through the storm with us and stayed. Who give their all, every day, to make our learners feel seen, supported and stretched. We will match your loyalty with leadership. We will make you proud to work here.

And it's for the city. Hull's got big plans, in green industry, digital technology, health, heritage and manufacturing. We will be right at the heart of that, as a key partner in building a better future.

We are a place of second chances, first steps, new beginnings and world-class ambition. We've come a long way. But we're only just getting started.

And if you were ever told you didn't belong in a place like this? Let me be the first to say;

I'm glad you're here.

Debra Gray MBE
Principal and CEO
Hull College

Introduction:

WHY THIS PLAN, WHY NOW

Over the past few years, Hull College has done something few organisations manage, we've transformed without losing our soul. We've stabilised the finances, raised standards, earned national awards, and re-established ourselves as a vital part of Hull's civic and economic life. We've welcomed back belief, from our community, our staff, our partners, and our students.

BUT WE'RE NOT FINISHED.

This plan marks a new era for Hull College. We want to step forward and become the bold, fearless institution, our city needs and our learners deserve. We're launching this strategy at a critical moment. The national skills agenda is shifting. The fourth industrial revolution is reshaping work. Green growth, AI, and healthcare innovation are creating opportunities for the North, if we're ready - and we are.

We've listened. To our students, who want more than qualifications, they want futures. To our staff, who want a culture of trust, stretch, and pride. To our employers, who want a workforce equipped for what comes next, not just what came before.

We've also looked inward. At who we are now. And who we're ready to become. This plan is our next bold move. It's about unlocking potential at every level, it's about empowering staff, shaping sectors, transforming teaching, and celebrating ambition.

Our plan is unapologetically rooted in Hull. We're not trying to be someone else's idea of excellence. We're building a version of excellence that starts here, in this city, with these people, for this future. We've called this generation of students Hullraisers, because they are. They're lifting themselves, each other, and our whole community, this plan is the scaffolding they deserve.

Hull College is ready. For the future. For the city. For everyone who's ever been told they shouldn't be here. We will show them what happens when they come anyway.

Hull and the Region: OUR PLAN

Hull and the wider Humber region are at a pivotal juncture, marked by significant economic developments and strategic opportunities that promise to reshape the local landscape. As the principal city in this dynamic area, Hull is poised to harness these advancements to drive growth, innovation, and prosperity.

Economic Landscape

Hull's Economic Strategy 2021-2026 outlines a vision for an inclusive economy, emphasizing sustainable growth that enhances the quality of life for its residents. The strategy focuses on three interlinked themes:

- People: Enhancing employment levels and access to education and skills.
- Place: Developing a vibrant, resilient city with robust infrastructure.
- Productivity: Fostering innovation and competitiveness among local businesses.

This comprehensive approach aims to build on Hull's strengths, addressing challenges and leveraging opportunities to create a thriving economic environment.

Skills and Workforce Development

The Hull & East Yorkshire Local Skills Report highlights critical priorities for the region's workforce:

- Upskilling and Reskilling: Addressing the lower proportion of residents with degree-level qualifications (32% in Hull and East Yorkshire compared to 40% in England) through targeted educational initiatives.
- Digital Proficiency: Implementing digital upskilling across all sectors to meet evolving employer needs.
- Apprenticeships: Increasing the uptake of advanced-level apprenticeships to equip the workforce with higher-level technical skills.

These efforts are designed to create a resilient workforce capable of adapting to the demands of a changing economic landscape.

Strategic Developments

Several transformative projects are underway, signalling a new era of growth for the region:

- Humber Freeport: Positioned to become a hub for innovation and low-carbon technologies, the Humber Freeport aims to capitalise on the region's existing industrial base to drive economic diversification and sustainability.
- Goole Town Deal: With £25 million secured, this initiative focuses on revitalising Goole through projects like the redevelopment of East Riding Leisure into a modern community hub, launching in Goole's Bicentenary year, 2026.
- Manufacturing Growth: The Humber region continues to be a manufacturing powerhouse, contributing significantly to the local and national economy. Events like National Manufacturing Day underscore the area's commitment to showcasing and expanding its manufacturing capabilities.

Policy and Investment Climate

Recent policy developments have further enhanced the region's prospects:

- Devolution of Powers: The UK government has announced plans to grant more powers to regional mayors, enabling tailored strategies for economic growth and investment attraction. This move is expected to empower local leaders in Hull and the Humber to drive initiatives that reflect the region's unique needs and opportunities.
- Investment Zones: The approval of investment zones sets a precedent that could benefit the Humber region, fostering an environment conducive to business growth and innovation.

These developments collectively represent a moment of unprecedented opportunity for Hull and the Humber region. By aligning strategic initiatives with the region's inherent strengths and emerging prospects, there is a clear pathway to sustainable economic growth and enhanced quality of life for its residents.



Hull College's Journey:

FROM RECOVERY TO REINVENTION

Over the past decade, Hull College has walked a difficult path, through financial challenge, leadership change, public scrutiny, and deep institutional reform. At times, our very future was in question.

We have recovered and we have rebuilt.

Since 2021, Hull College has undergone one of the most significant turnarounds in the UK FE sector. We've moved from post-intervention monitoring to national recognition, winning multiple national and international awards, including sector leading accolades for AI, digital transformation, teaching quality, and sustainability.

We've stabilised our finances, restored confidence across our teams, redesigned our provision, and invested in our estate, all while improving student outcomes and learner experience.

But perhaps most importantly, we've rewritten the narrative. We are no longer a college 'in recovery'. We are a college with momentum, a college with purpose.

A Strategic Reinvention

We are now a national leader in:

- AI and Emerging Technologies, through our AI Academy for Business, AI Academy for Educators, and TeacherMatic partnerships.
- Sustainability Education, embedding carbon literacy across the curriculum, with every learner taught about climate, industry, and adaptation.
- Digital Innovation and Cyber, from adaptive learning to tech-enabled assessment, our digital and cyber maturity is among the strongest in the sector.
- Inclusive Curriculum Transformation, with bold work on ESOL, refugee education, and FREDIE-informed programme design.

We've published sector-defining work, including Hello Future, a nationally acclaimed book co-written with 17 FE leaders from 12 colleges. We've hosted national conferences in emergent technologies, received visits from international delegations, and become a touchpoint for others seeking to change.

We're not the same college we were. And we never want to be again.

HULL COLLEGE IS READY. FOR THE FUTURE. FOR THE CITY.

A Culture Transformed

Staff satisfaction is at record levels. A new generation of leadership has emerged from within. Our governance model is stronger, more inclusive, and deeply focused on people and performance. Across every team, curriculum, support, operations, marketing, estates, there is shared ownership of our direction.

Our student body reflects the full diversity of our city. 70% of our learners come from the most deprived wards in Hull and the East Riding. Many arrive without basic qualifications. Some arrive without food, housing, or family support. But they come. And they succeed.

We are fiercely proud of our role in their journeys.

From Stabilisation to System Leadership

Reinvention is our mindset now. Everything we do is designed to serve the next chapter: not just for Hull College, but for Hull itself. We've become a skills engine for green jobs, for new industries, for changing communities, and we're just getting started.

This plan reflects the college we have become, and the one we are determined to be. For our learners. For our staff. For our Employers. For our city. From recovery to reinvention, and now, to fearless ambition.

World-class at Hull doesn't mean polished prestige or being the biggest name. It means setting standards others want to follow. It's about ambition with impact, excellence with heart, and leadership that lifts others. It means being sought-after not just for what we do, but how we do it, rooted in place, driven by values, and measured by the lives we change.



FEARLESS

Who are the **Hullraisers**
and what do we believe?



BY DESIGN

Vision

By 2028, Hull College will be a world-class, sector-leading institution; inclusive by design, brilliant by standard, and trusted to shape futures in Hull and beyond.

Mission

We make learning count, for life, for work, for change.

VALUES

F FEARLESS

E EMPOWERED

A AMBITIOUS

R RESILIENT

L LEARNERS FIRST

E ELEVATING

S SUPPORTIVE

S SOUGHT AFTER

We tackle challenges head-on.

We lift others up, enabling everyone to succeed.

We aim high for our students, our college, and our city and our region.

We transform setbacks into stepping stones and learn from mistakes.

We care deeply, creating opportunities for everyone.

We lead the way in shaping the future of learning and skills.

We challenge, protect, nurture, and inspire.

We are trusted for our expertise and respected for our impact.

Strategic Pillars:

EMPOWERING SUCCESS

Unlocking potential and transforming lives for every student, staff member, and community we serve.

Success doesn't look the same for everyone. For one student, it's getting a place at university. For another, it's finishing a course they thought they'd never stick at. For some, it's landing a job. For others, it's simply walking through the door.

At Hull College, we don't define success by league tables or prestige, we define it by progress. Real, personal, hard-won progress. That's what we empower.

We focus on the things that make a lasting difference: brilliant teaching, high expectations, exceptional support, and a curriculum built for the future. We create a culture where everyone, student or staff, is stretched, supported, and seen.

Empowering success means removing barriers, not lowering standards. It means believing in our learners before they believe in themselves. And it means making sure every Hullraiser leaves us stronger than they arrived, with choices, confidence, and the skills to thrive.

The Hullraiser Promise:

WE WILL EMPOWER YOU TO GO FURTHER THAN YOU THINK POSSIBLE AND STAY THERE.

We will:

- We will deliver brilliant, inclusive teaching, every lesson, every day, that challenges, excites and supports our students to go further.
- We will create the conditions for success by setting high expectations for attendance, effort, behaviour and pride in the work.
- We will provide powerful, practical support that removes barriers and gets the right help to students early, not just when things fall apart.
- We will treat English, maths and digital skills as essential, not optional, and support every student to improve, whatever their starting point.
- We will build a culture where learners feel seen, heard and valued, and where progress is recognised, not just results.
- We will ensure every student has a clear progression pathway, to employment, further learning, or a future they're proud to own.
- We will support our staff with the training, time and trust to teach brilliantly and support learners with confidence and care.
- We will track progress rigorously and intervene quickly, to prevent failure and support success.
- We will put wellbeing, belonging and connection at the heart of the student experience, because students do better when they feel they belong.
- We will celebrate success at every level, loudly, often and with pride, because hard-won progress deserves recognition.

By 2028 Empowering Success Will Mean:

- Every learner receives teaching that rivals the best; rigorous, inclusive, and ambitious for their future.
- Students make exceptional progress from their starting points and achieve outcomes in the top 10% nationally.
- English, maths, and digital skills are mastered, valued, and applied with confidence.
- Fewer learners fall behind because support is proactive, personal, and expertly delivered.
- Students feel part of something powerful, seen, supported, and surrounded by people who believe in them.
- Our staff are nationally recognised for their expertise, drive, and deep commitment to students.
- Progression is an expectation. Learners leave us with options, confidence, and momentum.
- Hull College is known as one of the best Colleges in the country, a place where learners rise, and success is built into the experience.

What World-Class Skills Look Like:

At Hull College, world-class means excellence for everyone, practical, powerful, and future-proof. Our vision of world-class technical and vocational education is grounded in outcomes, it's about giving Hullraisers the skills to lead in industries that matter, and the confidence to shape their own futures.

We define world-class TVET as education that is:

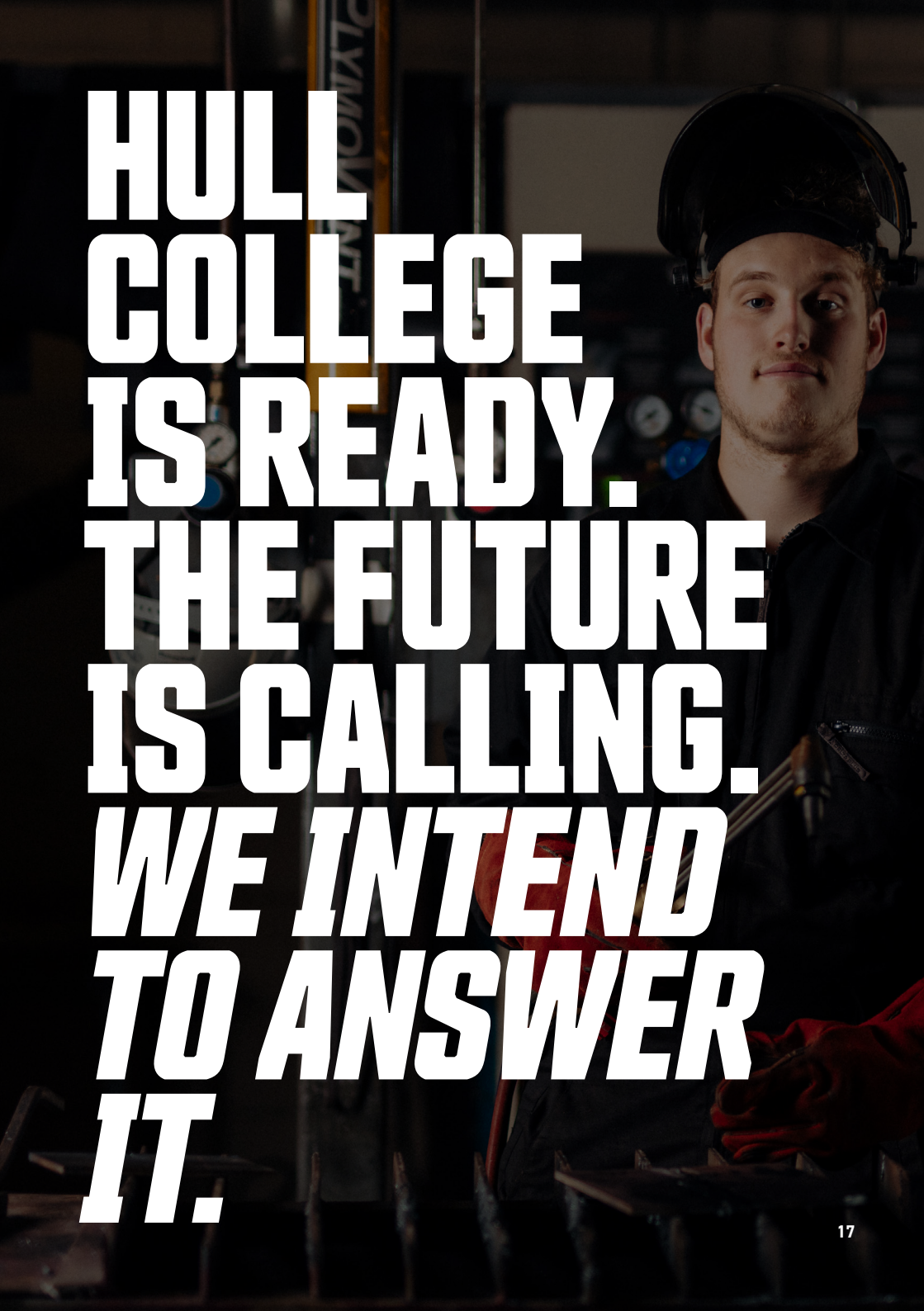
- Purposeful – Aligned to future industries and civic needs, not just current vacancies.
- Inclusive – Open, supportive, and successful for learners from all backgrounds.
- Responsive – Built with employers, updated often, and delivered with real-world urgency.
- Transformative – Changes life chances, not just outcomes.
- Globally aware, locally rooted – Learning from the best international practice, but always designed for Hull.

Our TVET programmes will prepare learners for the industries of the future:

- AI and digital transformation
- Green and sustainable technologies
- Advanced manufacturing and smart engineering
- Health and life sciences
- Creative, immersive and cultural industries
- Aerospace and the emerging space economy
- Human-centred, adaptive skills for the evolving workplace

We take inspiration from international best practice—from Germany's dual model and Denmark's problem-based learning, to Estonia's digital integration and Switzerland's flexible vocational pathways. But we don't copy; we translate. We apply what works, in ways that fit Hull, our people, and our mission.





HULL COLLEGE IS READY. THE FUTURE IS CALLING. *WE INTEND TO ANSWER IT.*

Strategic Pillars:

BOLD AND INCLUSIVE CULTURE

An environment where ambition thrives, diversity is celebrated, and everyone rises together.

Culture isn't a poster on the wall, it's the day-to-day experience of working here. It's how we speak to each other, how we lead, how we respond when things go wrong. At Hull College, we are building a staff culture that is bold, inclusive, and mature. A culture where difference is welcomed, ambition is celebrated, and where gossip, blame and low expectations have no place.

We are creating a working environment where people feel safe to speak up, supported to grow, and proud to belong. Where clarity replaces confusion. Where people are trusted, stretched, and treated like the professionals they are. This is a culture of high support and high challenge, and we expect every Hullraiser to help build it.

The Hullraiser Promise:

WE WILL BUILD A STAFF CULTURE THAT MATCHES YOUR LOYALTY WITH LEADERSHIP, ONE THAT'S AMBITIOUS, RESPECTFUL, AND YOU ARE PROUD TO BELONG TO.

We will:

- We will treat each other with dignity, honesty and respect, at every level, in every space.
- We will welcome difference, in background, in identity, in perspective, and build teams that reflect the world we serve.
- We will set clear standards for behaviour, communication and professionalism, and hold ourselves to them.
- We will call out gossip, blame and cynicism, and replace them with kindness, clarity and courage.
- We will invest in leadership that is visible, accountable and values-led, because culture starts at the top.
- We will create psychologically safe teams, where people can speak up, challenge, and grow without fear.
- We will support our staff with development, time and trust, because a brilliant culture needs brilliant people.
- We will celebrate effort, excellence and growth, not just outcomes, but what it takes to get there.
- We will lead with purpose, not ego, and put students, staff and community at the heart of every decision.
- We will build a workplace that people are proud to be part of, and one where people want to stay.

By 2028 a Bold and Inclusive Culture Will Mean:

- Hull College is recognised nationally as a top-tier employer in FE, with staff satisfaction, retention and development rates in the top quartile.
- Our workforce better reflects the diversity of our learners and region, across all levels and departments.
- Staff report high levels of trust in leadership, psychological safety, and confidence to challenge or speak up.
- Our HR function, induction, management and CPD systems are seen as sector-leading, equipping staff to thrive and grow.
- Colleague voice is strong, valued and acted on, with meaningful engagement in decisions that shape our future.
- Staff wellbeing is embedded, not performative, with lower absence, high engagement, and a culture of care.
- Negative behaviours such as gossip, passive resistance and blame are rare, and swiftly, consistently addressed.
- Visitors, partners and new staff consistently describe our culture as ambitious, inclusive, and proudly Hull.
- And our students feel the difference, because a strong staff culture creates a safer, calmer, more consistent place to learn, belong and succeed.



Strategic Pillars:

RESOURCEFUL AND RESILIENT

Sustaining growth and innovation with strength, agility, and a positive approach to opportunity.

We know how to do a lot with a little, and we do it well. At Hull College, resilience is about thinking smart, spending wisely and investing where it matters most. We look after what we've got, from our finances to our buildings, our data to our digital infrastructure, and we make it work for the long haul.

This pillar is about financial strength, sustainability, and making every penny count. It's about systems that serve people, IT that works, data that informs, and estates that inspire. It's about building a college that's future-proof, fair, and fit for purpose, whatever the weather.

The Hullraiser Promise:

WE WILL PROTECT AND STRENGTHEN HULL COLLEGE FOR THE LONG TERM. SPENDING WISELY, INVESTING SMARTLY, AND MAKING EVERY RESOURCE COUNT FOR OUR PEOPLE, OUR LEARNERS, OUR COMMUNITIES, OUR EMPLOYERS AND OUR FUTURE.



We will:

- Manage our finances with discipline, transparency and purpose, protecting the college's future and earning public trust.
- Invest in what matters most; learners, staff, infrastructure, and the systems that support them.
- Ensure every pound is spent wisely, with value, impact and sustainability at the core of every decision.
- Maintain and develop our estate to be safe, welcoming and fit for modern learning.
- Embed sustainability in every operational decision, from procurement to energy use, from travel to waste.
- Build digital systems that work for people, reliable, secure and designed around user needs.
- Treat data as a strategic asset, making decisions based on insight, not instinct.
- Balance ambition and responsibility, paying people fairly, investing in our teams, and managing staff costs with care, not complacency.
- Keep the college agile and adaptable, ready to respond to economic shifts, funding changes, creative opportunities and future shocks.
- Lead with integrity, making sure our resilience is not just financial, but ethical, inclusive and community rooted.

By 2028 – Resourceful and Resilient

- Hull College is widely recognised for its financial health and strategic decision-making, a trusted, stable institution with resources aligned to its mission.\
- Funding is consistently directed toward impact, not overhead, and our investment decisions are understood, supported, and evidenced.
- We have built a fair, sustainable staffing model that supports high-quality delivery without compromising long-term stability.
- Our estate is visibly transformed, with safe, modern spaces that reflect our ambition and values.
- Sustainability is no longer a bolt-on, it's a core expectation, with demonstrable progress towards net-zero operations.
- Our digital infrastructure enables, not obstructs, with embedded AI, improved user experience, and high staff and student confidence in IT systems.
- Data is used proactively, not reactively, driving curriculum planning, funding strategy and performance improvement.
- Our corporate services are a source of pride, efficient, responsive and rooted in service, not systems.
- We have grown, and we have prioritised Humber communities who have been underserved.

Strategic Pillars:

WORLD CLASS BRAND AND INFLUENCE

A trusted college, creating impact locally, regionally and nationally and influencing globally

We've spent the last few years rebuilding our college, now we're ready to represent it. Hull College has something to say and something to show, and we're stepping forward with pride. This pillar is about reputation, voice and influence. It's about making sure our work is seen, our impact is felt, and our learners are recognised for who they are and what they can do.

We will be a college that leads, shares and shapes, locally, nationally and beyond. A trusted partner. A voice in the sector. A brand people want to work with, learn from and be part of. We won't wait to be invited in; we'll open the door and take our place.

The Hullraiser Promise:

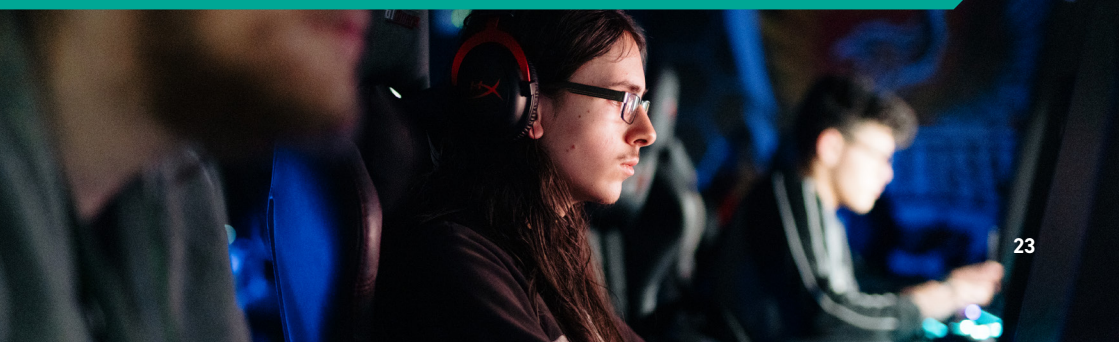
WE WILL BUILD A COLLEGE BRAND THAT LEADS, INFLUENCES AND INSPIRES. LOCALLY ROOTED, NATIONALLY RESPECTED, AND IMPOSSIBLE TO IGNORE. WE WILL MAKE HULL COLLEGE KNOWN FOR THE RIGHT REASONS, AS A LEADING, VALUES-DRIVEN INSTITUTION THAT PUNCHES ABOVE ITS WEIGHT, SHAPES NATIONAL CONVERSATIONS, AND MAKES ITS PEOPLE AND PLACE PROUD.

We will:

- Raise the profile of Hull College locally, regionally, nationally and internationally, with a brand that reflects our excellence, values and voice.
- Speak with confidence and clarity, shaping the conversation on skills, education and social mobility.
- Position our staff and students as leaders, experts and changemakers, inside the sector and beyond it.
- •hare our best practice freely, contributing to national thinking and collaborating with others to raise the bar.
- Grow our influence through meaningful partnerships, with industry, community, policy and global peers.
- Make our digital presence world class, reflecting the quality of our offer, the strength of our culture, and the ambition of our vision.
- Represent Hull, East Yorkshire and The Humber with pride, challenging outdated narratives and celebrating the strength, talent and potential of our region.
- Ensure that when people talk about FE, innovation, or skills, Hull College is part of the story.

By 2028 - World-Class Brand

- Hull College is nationally and internationally recognised as a flagship college, known for its values, impact, and unapologetically ambitious voice.
- Our staff and students regularly win prestigious regional, national and global awards, and are seen as role models for excellence, resilience and innovation.
- Our people present on international stages, leading conversations on skills, inclusion, digital futures and educational transformation.
- Our brand attracts inward investment, civic partnerships and global collaborations, because we are trusted to deliver and lead with integrity.
- Our story is one of visible transformation, from recovery to relevance to national leadership, and it is cited, shared and celebrated across the sector.
- Stakeholders seek us out, employers, policymakers, funders and media, because our voice is grounded, credible and impossible to ignore.
- Hull College shapes the educational agenda. The region, the sector and our students are stronger for it.



Strategic Pillars:

DRIVEN BY INNOVATION

Breaking barriers and reimagining education for tomorrow.

Innovation at Hull College is how we solve problems, create opportunity and stay ahead in a fast-moving world. We don't innovate for the sake of it, we do it to make teaching better, systems smarter, lives easier, and futures brighter.

This pillar is about intelligent risk, brave thinking and creative solutions, whether that's in the classroom, the workshops or the staffrooms. We support our people to try, to test, to learn and to lead.

The Hullraiser Promise:

WE WILL BUILD A CULTURE WHERE INNOVATION IS EXPECTED, SUPPORTED AND SHARED. DRIVING BETTER LEARNING, SMARTER SYSTEMS, AND BOLD SOLUTIONS TO THE CHALLENGES WE FACE.



We will:

- Support bold ideas that improve teaching, learning and the student experience, wherever they come from.
- Embed digital innovation across curriculum and operations, using technology to personalise, simplify and transform.
- Champion green innovation, building skills, systems and spaces that support a low-carbon, sustainable future.
- Develop curriculum and skills for the fourth industrial revolution.
- Create time and trust for staff to experiment, improve and share, making innovation a habit, not a hobby.
- Work with employers, industry and edtech specialists to co-create solutions to real-world problems.
- Test new ideas, evaluate them honestly, and scale what works, learning fast, not failing slow.
- Make our systems and services smarter, using automation, AI, insight and creativity to reduce friction and raise standards.
- Lead the sector in ethical, inclusive use of emerging technologies.
- Celebrate innovation wherever we find it, from a new teaching method to a rethought process or a better way to serve our learners.
- Make Hull College a place where people come to see what's next, and where innovation delivers real, human impact.

By 2028 Driven by Innovation looks like:

- Hull College is recognised nationally as a centre of innovation in Further Education, with a visible presence in awards, conferences, policy and publications.
- Staff at every level are actively engaged in improvement and experimentation, with a strong culture of collaboration, trust and shared practice.
- Technology is fully embedded across teaching and support, with increased adoption, positive learner feedback and improved outcomes.
- Sustainability is reflected in our estate, curriculum and operations, with measurable reductions in carbon impact and expanded green skills delivery.
- Our use of emerging 4IR technologies is sector-leading, inclusive and grounded in ethical practice, with recognised contributions to national frameworks and practice.
- Innovation activity leads to clear and positive outcomes, including stronger progression, business impact, and improved learner experience.
- External organisations regularly approach Hull College to test ideas, run pilots or seek partnership, recognising us as a credible and creative delivery partner.
- Innovation is embedded into everyday work across the college, not isolated or exceptional, with staff confident to improve, adapt and share.

Strategic Pillars:

HOW WE WILL DELIVER

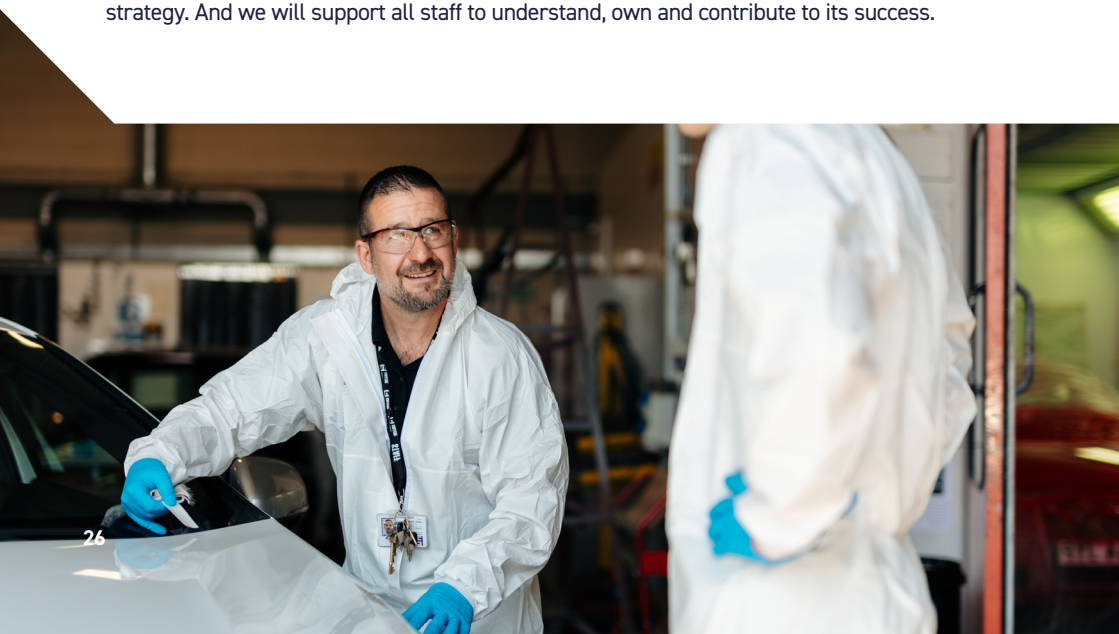
This strategy is our shared roadmap, and we are serious about making it happen. Delivery will be focused, accountable and paced, with clear ownership and space to learn as we go.

We will produce an annual Operational Plan for each academic year of this strategy, aligned to the five strategic pillars. Each plan will set clear priorities, agreed KPIs and named leads. Progress will be tracked termly by the Executive Team and reported to Corporation. Where risks emerge or progress stalls, we will act early, not explain late.

Our delivery model will include:

- Clear golden threads from strategic aims to operational activity, team planning and individual performance
- KPIs that are meaningful, proportionate and evidence-based, approved annually by the Corporation
- Strong financial discipline to ensure ambition is matched with sustainable investment
- Annual reviews of impact, informed by data, inspection frameworks and stakeholder feedback
- Visible leadership and consistent internal communications to keep momentum and focus

Delivery is everyone's job. Whether you teach, support, lead or serve, your role connects to the strategy. And we will support all staff to understand, own and contribute to its success.



OUR COMMITMENT

This strategy belongs to all of us. It reflects who we are and who we are becoming, as a college, as a community and as a collective force for good. It is rooted in truth, shaped by hope, and powered by people who believe that education can change everything.

We know the road ahead will not always be easy, investment is tight, and the world is uncertain. Hull College has walked through storms and come out stronger. We know how to stay focused, how to look after what matters, and how to deliver against the odds.

This strategy is our promise, to our students, our staff, our city and our region. We will educate with purpose, lead with integrity, and work together to create a college that changes lives, shapes futures and lifts the communities we serve.

Hull College is ready. The future is calling.
We intend to answer it.

HULL COLLEGE

