



# Strategic Impact Assessment

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Published March 2026




# 2023-2026 COLLEGE STRATEGY - OUR THREE YEAR JOURNEY

**£65m**  **£92m**

Income growth 2023-26 with a 30% increase in 16-18 student numbers over this time

 **£22m** Invested in people and pay since 22/23

 **24%**  
growth in directly delivered adult enrolments

 **600**  
Courses and qualifications

**88.4%**  
(+6%)

Overall achievement rate improvement since 22/23

**90.3%**  
(+3.6%)

GCSE pass rate improvement since 22/23

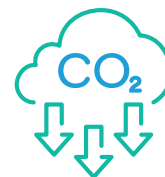
**94.6%**  
(+7.7%)

Student satisfaction improvement since 22/23

 **140,000**  
qualifications successfully completed by students over 3 years



**47%**  
of students from global majority backgrounds



**180+**  
tonnes  
Reduction in CO<sub>2</sub> emissions in 3 years



**£15m** Secured in grants over 3 years



**£25m**  
Estate investment over 3 years



**Keeping spend local**  
£5m spent with Nottingham suppliers every year

**1,700** **12th largest employer in Notts**  
employees  
with an annual wage bill of over £60m



**Best Companies No.1 College**  
Year on year rises in staff engagement and satisfaction



**6,900**  
Students receiving specialist learning support in 25-26

**18k+ hours**  
of student volunteering logged over three years



**40**  
Awards and accolades achieved



**150 employers**  
Directly influencing curriculum



This document provides an overview of progress over the academic year 2024/25 and our achievements throughout the final year of our Strategic Plan 2023-2026.

We are immensely proud of all that we have done, all that we do, and for the partnerships we work with to deliver for our communities.

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**This report acknowledges the third and final year of delivery of our 23-26 college strategy, and my third full year here at Nottingham College as Principal and Chief Executive. This strategy has been an instrument of change and improvement across the college and I'm so proud of everything we have achieved.**

This last year has been hugely rewarding, delivering another year of growth, with now more than 8,000 16-19 year olds choosing us as their place of study. This is topped off by significant growth in our adult enrolments too, with the majority of our adult provision now commissioned by EMCCA.

Of course the last 12 months have been quite eventful too. The government's key strategic announcements about growth, skills and productivity place our sector front and centre, with colleges seen as anchor institutions in leading the regional and local response to the government's agenda. An increasing focus on construction is welcome, with investment secured for regional colleges, including our own.

The launch of our Green Skills Centre, funding secured for a new Modern Methods of Construction Centre, and the creation of a new dedicated centre for electrical and engineering apprenticeship training, all in the last 12 months, means we are well placed to deliver on the emerging skills agenda for our region. All this of course requires us to collaborate and work in partnership and I was delighted to be included as one of two national FE reps on the government's new Construction Skills Mission Board.

As well as delivering for our economy, we are also delivering for our communities. EMCCA secured funding to deliver one of eight Youth Guarantee trailblazer projects to re-engage young adults who aren't in education, work or training. The college is actively involved in three local Youth Guarantee projects and is working with hundreds of young people at our new Castle Meadows campus, made possible through a collaborative leasing agreement with the University of Nottingham.

Our work with employers extends beyond apprenticeships and is helping to prepare our young people for the workplace. More than 1,000 young people secured a meaningful work placement last year, and thousands more had substantive work experience through direct employer engagement. Plus, more than 150 employers engage in the design and development of our curriculum through our expanded programme of Industry Advisory Boards.

FE is unequivocally resilient and remarkably agile, constantly evolving and adapting over the years, to become the change-maker it is today. We change lives, we create lifelines and we deliver real results for our communities. Let this document be a testament to that, and to our wonderful staff who make it happen every day!

**Janet Smith**  
Principal and CEO



**I have been part of Nottingham College's journey for many years, but the last three years have been the most fantastic three years for the college, having cemented its role within the city as a real enabler of social mobility, of transformation and as a provider of choice for so many young people and adults.**

This strategic plan has helped carve out a new future for the college and a new, more prosperous future for Nottingham. More young people, and adults, than ever are accessing vocational education, upskilling and training for the jobs of the future. More of our students than ever are gaining real experience of work as part of their studies, helping to raise aspirations and nurture those softer skills employers look for. More of our students than ever are reaching higher level study through college, university or apprenticeship. And more of our students than ever are telling us that the education they have received at college has been life changing. Our college strategy has delivered for staff too. We wanted to be an employer of choice, where staff felt proud and were united by a set of common values and high expectations. This strategy has set us on a course of cultural transformation, and this is clear from the year-on-year improvement in engagement and satisfaction, measured through our employee survey.

This document lays some strong foundations for the creation of the college's new 26-29 strategic plan. A plan that will navigate Nottingham College through complex curriculum and assessment reform, the launch of the new Growth and Skills Levy and Lifelong Learning Entitlement, one that will steer the college through another Ofsted inspection, this time under a new framework, and one that will likely need to reflect the ongoing challenge of adapting to an inevitable AI future.

Ultimately, the college's next strategic plan will deliver evolution, not revolution. The college has set its course and need not divert too much from it. Instead it must reflect on what it has achieved, refine its offer to adapt to the changes brought about by education and skills reform, and then redouble its efforts to deliver for Nottingham.

I have absolute faith in Nottingham College. I'm immensely proud to be a champion and advocate for the college and the FE sector more broadly. Nottingham College's economic and social purpose is crystal clear and through its collaborative partnerships the college has become a central pillar in the skills eco-system of our region. I fully believe in the college's ability to deliver economic prosperity and social wellbeing in equal measure.

**Carole Thorogood BEM**  
Interim Chair of Governors



## Students score multiple wins at Young Creative Awards 2025

The Young Creative Awards, a Nottingham-based competition, encourages young people between 11 and 24 to exhibit their work to the Nottingham community and face a panel of judges to decide on overall winners in 10 categories including creative writing, film, fashion, design, photography, graphic design and more.



35 of our students entered into 9 of the 10 categories and of these, six students won overall in their category. The awards have been a significant launch pad for successful artistic and creative careers for past winners and we're proud of all our winning and shortlisting students who entered into this year's awards!

## End of Year shows a hit for students, parents and guests

Our end of year shows provide a stage for our creative students to shine, and show off their skills in exhibitions at venues across the city. Students in hair, beauty, art, design, architecture, photography, media and fashion, showcased an impressive variety of work to visitors, parents, students and staff across an action-packed and no doubt nerve-racking week! These shows celebrate the hard work and commitment of our students but also provide a launch pad into whatever comes next, whether that be university, art school, an apprenticeship or into work.



## Gateway Community Fun Day follows launch of new centre

A summer community fun day, involving Nottinghamshire Fire and Rescue Service, Nottinghamshire Police and local community representatives, provided a perfect end to the year for the students of our new Gateway Centre, a specialist centre for students with learning disabilities and/or difficulties (SLDD). Our Supported Learning students got hands-on with police vehicles, fire hoses and more, at the centre's first community fun day since it opened in March 2025. The centre is a truly unique space for learning and personal development for more than 200 of our supported learning students who also spend time within the surrounding Basford campus, experiencing our wider vocational curriculum on offer at the site.



## Student pop-up fashion store opens at Victoria Centre

Over the Easter holiday shopping season, students took over a store unit in the Victoria Centre to host a pop-up virtual fashion show and clothing store. The collections showcased work from a range of courses from level 1 through to our FdA and BA courses including our fashion design and textiles as well as fashion business courses. Students and staff sold a range of their own creations including mugs with coasters, jewellery and clothing.



## Three apprentices triumph at ACR Awards

Four of our apprentices were selected as finalists in the ACR and Heat Pump Trainee of the Year Awards in late 2024, with three of the four winning overall.



The students were all on a Level 3 refrigeration air conditioning and heat pump engineering apprenticeship and represented the college, their employers and themselves perfectly at the awards ceremony in Leeds in 2024.

## Esports students compete in gaming championships

Four students came together to represent Nottingham College in the British Esports Student Championships, participating in the Student Cup for the popular mobile game 'Player Unknown's Battlegrounds: Mobile'. This marked the college's inaugural participation in UK Collegiate Esports following the launch of its Esports course programme in 23/24. During the match, they achieved early success, outlasting many of the 11 other competing teams before finishing just outside the top three. They quickly adapted to the competitive landscape of Esports and are developing essential skills in teamwork, coordination, and communication that will contribute to their success in future competitions.





## Future Ready skills go viral



The college found itself at the centre of a media whirlwind after it publicised its innovative telephony skills programme which encourages young people to interact over the phone to build communication skills and confidence. The programme, run through our internal careers advice service, recognises that as phones have become less and less about speaking and more about messaging, vital employability skills are being lost. This local media story captured the attention of worldwide outlets and saw our students and staff featured on American and Canadian morning TV shows, British talk shows and even feature on India Today!

## DeWalt launches new college academy for construction training

More than 100 students, enrolled across carpentry, joinery and plumbing, have joined the DeWalt Academy, a suite of training delivered by DeWalt to work with specialist tools, hear from trade professionals and turn training into a successful career. DeWalt, one of the UK's largest power tool brands, have joined forces with the college as part of the Grow the Trades initiative, which aims to address the UK's looming skills gap in construction by equipping students with the tools, training, and confidence they need to succeed.



## Another Gold for beauty training with Ragdale Spa

For the third consecutive year, we have been recognised as a Gold College of Excellence 2025 by the UK's leading destination spa, Ragdale Hall Spa. This prestigious accolade highlights our commitment to delivering outstanding standards in beauty education and training. As part of this recognition, our students gain access to exclusive career opportunities, including open evenings, treatment demonstrations, and the chance to apply for highly sought-after work placements at Ragdale Hall Spa.



## Aviation students get the first class treatment at East Midlands Airport

Nottingham College's partnership with East Midlands Airport went to new heights in early 2025 when aviation students took up the job of organising a jobs fair to help attract people to careers and opportunities across the airport.



The jobs fair was opened to the general public and hosted in the check-in hall at EMA. To pass their assignment, students had to demonstrate teamwork, communication and organisational skills, as well as knowledge of the industry. During the event, students networked with businesses such as TUI, Swissport, Jet2, Boarder Force, Boots, Hilton Hotel, and a number of well-known retailers, all to support their own next career steps too.

## Crowne Plaza provides a spotlight for talented students

A unique partnership with the Crowne Plaza in Nottingham gave students the opportunity to compete for a performing contract at the Crowne Plaza for their festive party season, and a fantastic work experience opportunity. The competition saw our creative staff also get involved and three people were selected by the hotel's judging panel to receive performance gigs over the Christmas period. The competition marked the beginning of a now budding partnership in which future work placements are on the cards for students across a range of areas.





## EMTEC scores win at national Bodyshop Awards 2025



This latest award win rounded off a year of many national accolades for Emtec and its automotive apprenticeship provision. At this year's national Bodyshop Awards, Emtec won Technical Training Provider of the Year, a third win for the college in this category. The award acknowledges the work we do to train automotive repair specialists and recognises some of the innovation in our body and paint repair delivery.

## AoC recognises college's excellence in ESOL



Our ESOL provision was announced as a finalist for the AoC 2024/25 Bell Foundation Award for Excellence in ESOL (English for speakers of other languages). This national recognition

acknowledges and celebrates the college's innovative teaching and tailored support services that empower ESOL students to achieve their personal, academic, and professional goals. The accolade sought to especially validate our innovative ESOL+ programme and our amazing staff who have gone above and beyond to create an environment where students not only improve their English but also gain confidence and experience to help prepare them for their futures.

## Silver for pastoral tutor team at Pearson National Teaching Awards



Our team of personal development tutors have been recognised with a silver award in the 'Team of the Year' category of this year's Pearson National Teaching Awards. Chosen from thousands of nominees, the team secured a silver award for their fantastic work delivering an innovative and expansive tutorial programme and wide range of support to students throughout their programme of study. Particularly innovative is the team's focus on social action projects, giving students vital opportunity to develop their team work skills, give back to their community and build their awareness of sustainability initiatives that have helped drive down the college's carbon emissions.

## Wins in three categories at Good for Me, Good for FE Awards



Following our incredible success at these national awards in 2023, it was our turn again to be honoured through the Good for ME, Good for FE Awards 2024. Co-ordinated by the AoC, we are thrilled to announce that we have won another three Good for ME, Good for FE awards this year. Following an initial shortlisting into six award categories our wins came in the shape of Outstanding Long Service Award for Volunteering for staff member Rich Williams, Student Volunteer of the Year for Beth Williams and Volunteer Co-ordinator of the Year for staff member Hannah Richardson.

## We are on the Social Mobility List!

Every year, the Social Mobility List recognises individuals, programmes, and institutions driving fairness across education, employment, culture and community life.



This year our Strive programme, launched at our High Pavement campus in 2023, has been recognised for the impact it has had on student achievement and student aspirations. The programme aims to empower students to aim higher and achieve their full potential, and directly supports those on A level and GCSE programmes with specialist guidance, a tailored curriculum, and enrichment opportunities to support progression to elite universities. The programme has directly supported students who have progressed onto Oxford and Cambridge University over the last three years.

## Another win at the National Apprenticeship Training Awards



A 20-strong judging panel from the National Apprenticeships and Training Awards, announced Nottingham College as winner in the Outstanding Apprenticeship

Programme category in 2025. The award acknowledged our automotive apprenticeship offer through our Emtec facility at Ruddington, where more than 400 apprentices train every year, and through which we enjoy partnerships with more than 180 automotive brands locally, nationally and globally.

The awards, ran jointly by FE Week and the Association of Employment and Learning Providers (AELP) and delivered in association with City & Guilds, drew in over 600 nominations across 20 categories.



## A new defence career pathway launches at Nottingham College

The college has launched a brand new defence and military pathway, open to students applying for places from September 2026.

As one of the UK's fastest-growing employment sectors, the pathway will combine engineering, uniformed services and cyber-security training under one umbrella, for young people looking to explore careers in the defence industry. The new pathway is designed to equip students with the technical expertise, practical skills and professional behaviours that employers in defence-related industries are increasingly seeking. It has been developed with the support of our armed forces as well as those in the defence sector more broadly. Students will gain exposure to cutting-edge fields such as aerospace and naval engineering, weapons systems, cybersecurity and artificial intelligence.



## Green Skills Centre opens with new commercial and adult courses

A big step forward in our mission to be a beacon of excellence for green skills and sustainability came with the opening of our new Green Skills Centre at our Basford campus. With £250,000 LSIF investment, the new centre is packed with cutting-edge equipment across nine training bays, covering solar PV, air source heat pumps, battery storage, electric vehicle charging, and solar thermal tech. This launch followed the opening of our £6m Construction Skills Centre and adds a new specialist centre for green construction and renewable energy. The centre now offers commercial and adult skills funded training in green skills, solar PV and air source heat pumps and has developed new partnerships with Quantum Training, Eon and Baxi.

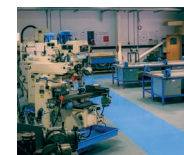


## Construction Skills Centre launch provides backdrop for International Women's Day celebration

Our newly launched Construction Skills Centre provided the perfect backdrop for a co-hosted event between the college and East Midlands' Mayor, Claire Ward, to celebrate International Women's Day in March 2025. The event focussed on women in STEM careers, in particular construction, and was badged under the banner 'Accelerating Action', a women's day initiative that provided the Mayor with an opportunity to campaign for more women and girls to consider construction as a career, along with other industries facing critical skills shortages.



## New centre for engineering and electrical apprenticeships opens at Ruddington



With ever-growing demand for engineers in manufacturing and electrical engineering, the college took a strategic step to create a new Engineering and Electrical Apprenticeship training centre within its Ruddington campus,

creating capacity for growth and ensuring that 16-19 full time provision had the space to grow too, at our Highfields campus. The move consolidates more of our technical apprenticeship provision at Ruddington, already home to Emtec, our award-winning automotive apprenticeship centre. The move means that Ruddington is fast becoming a nationally renowned centre of excellence for apprenticeship training, having secured an Ofsted Outstanding grade for residential apprenticeships in 2024.

## New £1.2m Modern Methods of Construction centre to launch in 2026

The college has secured an OfS (Office for Students) grant, securing £1.2m to invest in the development of a new centre focussed on higher levels skills delivery for the construction and engineering sector. The new centre will be home to training in modern methods of construction, directly addressing critical high-level skills gaps in the region.

The centre will deliver level 4 and 5 Higher Technical Qualifications in Modern Methods of Construction and Electrical Engineering, utilising new industry-standard equipment including 20 building information modelling (BIM) workstations, timber frame assembly tables and a digital immersive room for construction safety training, providing hands-on experience with the latest industry technologies. The centre will develop skills in photovoltaic installation, LED lighting and renewable energy training systems, demonstrating the college's commitment to achieve carbon net zero by 2030.





## College collaborates with major sustainability conference

As local sustainability champion, Nottingham College has become proud sponsor of the city's national sustainability conference FUTUREPROOF 2026.

The event brings together more than 400 business leaders, academics, policymakers, and innovators to explore practical solutions for shaping a greener, smarter, and more sustainable future. We'll be joining guest speaker panels and host an exhibition highlighting the innovative work being done to achieve the college's ambitious goal of carbon net zero by 2030.

Staff and students projects will be on show, including our Sustainable Futures initiative, which empowers students to transform bold ideas into real-world solutions, with the chance to win up to £4,000 in funding to make it happen.



## Emtec secures new national contract with Halfords

In early 2025 we secured a contract with Halfords – a household name for many and with huge presence up and down the country offering auto services, as well as a range of products and services.

Our new contract means that we deliver a level 3 Light Vehicle Technician programme from our Emtec facility at Ruddington. As part of the agreement Halfords has taken on a physical unit within Emtec, with options for further expansion to accommodate a growing programme in the future.



## New collaborative partnership with Notts County FC



An exciting new partnership with Notts County, the world's oldest professional football club, formed in 2024 which offers students the opportunity to learn and study in the unique setting of Meadow Lane Stadium. Courses in business, hospitality and catering, are being delivered with project-based learning at their core and in which work placements are a key component of the experience. A new Hospitality Training Hub has been opened on Meadow Lane, and students also work on tasks set directly by Notts County chief executive, Joe Palmer, while also benefitting from guest lectures and potential apprenticeship opportunities with the club and its diverse range of partners.

## Lifelong careers made thanks to Project Search

Our innovative partnership with Nottingham University Hospitals Trust, through Project Search, has seen our students progress into full-time meaningful careers, following years of set backs. The partnership helps young people with learning difficulties or disabilities move into employment by giving them practical experience, job coaching and structured support. It is nationally award-winning, due to the high progression rate from the programme into employment with the hospital trust.

Owen, one of our students who joined the Project Search initiative in 2021, who is hearing impaired and has mild learning difficulties, struggled to find the right educational path for himself after school. He is now a shining example of the project's success, mentoring others on the programme and loving life as an apprentice with the trust's hospital estates team. He is thriving in his role and his colleagues are so impressed with his confidence, the relationships he's built with team members and his contribution to the wider team.





# AN EVER-EVOLVING POLICY LANDSCAPE

**Nottingham College exists to serve its communities, providing education and learning to aid social mobility and economic prosperity. But, we are a cog in a much larger economic machine, driven by government policy and regional priorities.**

**Over the 3 years of our strategic plan, national policy has changed and evolved, with much change taking place of the last 12-18 months. A significant change came through devolution, with the creation of EMCCA (the East Midlands County Combined Authority), with responsibility for, and funding of, adult learning, now devolved to the region's new Strategic Authority.**

In the last 12-18 months, during this final year of Nottingham College's three year plan, a number of policy developments have occurred.

- The Plan for Change, published early by the then new Labour Government, set out five key government missions, providing a framework for colleges to prioritise investment and nurture effective collaborative partnerships.
- The Get Britain Working White Paper set out the government's intentions to tackle unemployment, particularly among young people, as well as providing more structure to careers guidance, work experience and opportunities for skills development amongst young people and adults.
- The publication of the Modern Industry Strategy has helped prioritise sectors for investment and growth, a key element of the college's responsive curriculum agenda such as apprenticeships, bootcamps, HE and adult offer.
- The creation of Skills England has paved the way for some much-needed skills needs assessments across the priority sectors which include engineering and manufacturing, defence, creative, digital and more.
- The Post-16 Skills and Higher Education White Paper, set out the government's plans for technical and vocational education reform, including new pathways for skills development in digital and AI, as well as routes into the priority skills sectors. It also sets out ambitions for greater collaboration with universities and employers in meeting skills needs and delivering economic growth.

The college has taken on a greater role nationally in helping the government set this agenda. In May 2025 the college took one of two FE seats on the new government backed Construction Skills Mission Board. Reporting into the Deputy Prime Minister and answering also to the Minister for Skills, this Board will deliver a cohesive employer/provider backed plan to address skills shortages in the construction sector. Later in 2025 the region secured funding to establish a new Construction Technical Excellence College, hosted by Derby College but delivered in partnership across the regional college network, providing local support to our own East Midlands construction sector.

EMCCA's own economic plans are providing greater focus on clarity on the college's strategic direction and delivery. Its own vision for growth focusses on seven growth strategies and 14 growth opportunities, which include the Trent Arc and the Freeport and Ratcliffe Power Station site. Both of these will be supported by the move of our engineering and electrical apprenticeships training centre to Ruddington and the recent award of £1.2m OfS grant to establish a new centre for training in modern methods in construction, also at our campus in Ruddington.

EMCCA's focus on inclusive growth is well-aligned with the FE sector and has seen the college become lead partner in the delivery of EMCCA's Youth Guarantee Trailblazer programme launched in 2025.

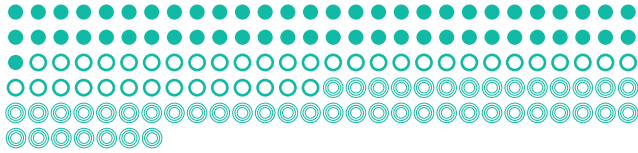




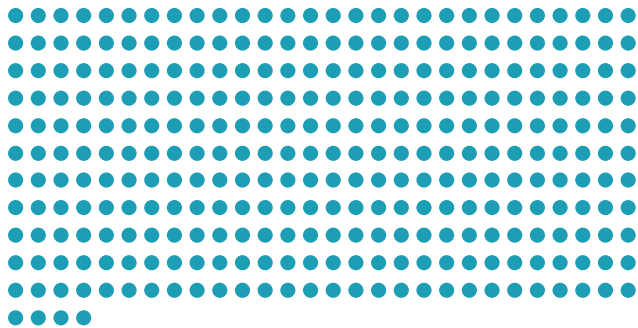
# NOTTINGHAM COLLEGE IN NUMBERS

**8,100** full time students (25/26)

● Entry & L1  
○ L2  
○ L3



**15,975** adults 19+ (24/25)



**757** L4+ including apps (24/25)



**1,815** apprentices (24/25)

● 16-18 ○ 19+



## Percentage of HE learners in employment/further study

22/23 HESA leavers survey

Students in further study or employment

**90.5%**

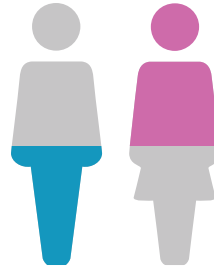
Leavers securing a positive destination within six months of leaving college

**86%**

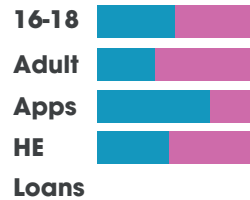
College Destinations Survey for 23/24

We work with **3000+** employers

## Student profile



**8546** Male **9817** Female



## Internally progressed students

23/24 into 24/25

**48%**

Students progressing from lv2 to higher levels

24/25 into 25/26

**49%**

Students progressing from lv2 to higher levels

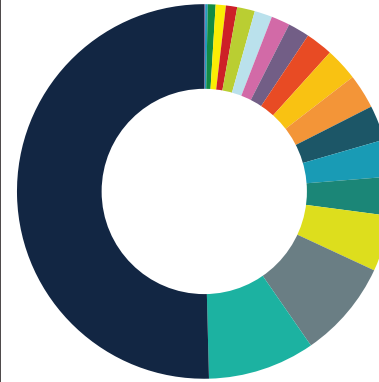
## Percentage of students enrolled on STEM subjects

**21%** 24/25

**25%** 25/26

**98%** Proportion of adult learning targeted/delivered at D2N2 students (23/24)

## Ethnicity profile



- English/Welsh/Scottish/N Irish **10766**
- Any other white **1975**
- African **1802**
- Pakistani **1031**
- Any other Asian **717**
- Not stated **684**
- White and Black Caribbean **644**
- Any other ethnic group **634**
- Any other Black/African/Caribbean **609**
- Any other mixed/multiple ethnic **503**
- Arab **398**
- White and Asian **2343**
- Indian **327**
- Caribbean **326**
- Chinese **207**
- White and Black African **189**
- Bangladeshi **144**
- Irish **46**
- Gypsy/Irish traveller **18**

## Students with declared learning difficulty/disability 24/25



- Student considers himself or herself to have a learning difficulty and/or disability and/or health problem. – **5,090**
- Student does not consider himself or herself to have a learning difficulty and/or disability and/or health problem. – **12,774**
- Unknown. – **606**



**95.6%** of students would recommend college as a place of study (term 1 survey 25/26)

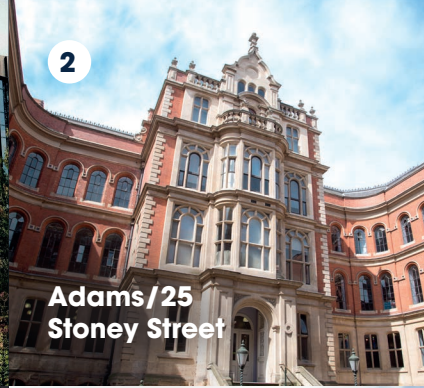
**95.4%** of students are satisfied with the course (term 1 survey 25/26)

**96.5%** of students feel safe at college (term 1 survey 25/26)

# Our Campuses



**City Hub**



**Adams/25 Stoney Street**



**Wheeler Gate**



**High Pavement Sixth Form**



**Highfields**



**Basford Construction Skills Centre and Gateway**



**Ruddington EMTEC**



Our Mission

**We nlock potential**  
through learning

Our Vision

**We will be recognised as an  
outstanding provider of choice  
for education and skills training**

Our Values

**Collaborative | Agile | Trusted | Inclusive | Nurturing | Aspirational**



1

Enhance pride in our college and strengthen our reputation as a trusted and collaborative partner



2

Develop our curriculum so it is responsive, agile and aligns to the skills needs of our region, ensuring all our learners are future ready



3

Ensure all our learners enjoy outstanding teaching



4

Ensure all our learners are in good hands with highly effective and supportive learner facing services



5

Invest in and reward our people, develop their skills and recognise their success

# OUR STRATEGIC PRIORITIES



6

Embed a culture which is positive, inclusive, supportive and productive



7

Relentlessly pursue our ambitious target of achieving net zero carbon emissions by 2030



8

Harness the power of digital technology in everything we do



9

Transform our estate, setting ambitions high for the resources and facilities we provide to our communities



10

Secure a stable financial future

# Enhance pride in our college and strengthen our reputation as a trusted and collaborative partner.

## Our reputation as provider of choice has soared in the last three years but particularly over the last 12 months.

Student numbers across 16-18 and adult cohorts have grown, with 10% improvement in 16-18 enrolments just this last year, outstripping population increases and demonstrating that we are indeed a provider of choice for school leavers.

Our growing reputation has enhanced the reach and efficacy of our partnerships, with our East Midlands Airport venture continuing to expand, our university partnerships strengthening and our new collaborations through the new regional CTEC (Construction Technical Excellence College) and the Construction Skills Mission Board, ensuring that we are taking a lead role in construction skills policy making too. We continue to take an active role through the Nottingham Growth Board, LSIP and the East Midlands Investment Zone to ensure skills sits at the heart of regional economic policy and our size as the largest ASF skills provider in the region means we are best placed to help deliver on EMCCA's Get East Midlands Working Plan.

Our reach extends beyond the local and regional though. Our approach to skills development has garnered international acclaim. Our innovative and unique telephobia course, struck a chord with the world's media, knowing that young people, in this increasing digital age, are losing telephone skills vital for the workplace. Our students appeared on Chicago morning TV, Canadian national news, Indian prime time, The One Show and more.

With multiple award wins secured over the last 12 months, including our Green Gown Sustainability Award, our trophy cabinet is full to bursting, with a three-year track record of continued award success!



## Unlocking Growth

We set out a mission to leverage our improving reputation in order to grow, cementing our position as one of the largest FE colleges in the country. In the last three years our 16-18 numbers have increased by 27%, to over 8,000, with 4% growth in market share and more than half of Nottingham's 16-18 year-old school leaver population choosing Nottingham College.

Our adult provision has also grown significantly, firmly placing us as the largest ASF provider in the region and within the top three in the country. Our adult enrolments have grown more than 20% over the last three years, to nearly 17,000 enrolments in 24/25.

## Strengthening partnerships to deliver for local people

Our partnership with East Midlands Airport has gone from strength to strength this past year, with increased provision being delivered in partnership, on the airport site. This partnership reflects a mutual commitment, from both the college and Manchester Airport Group, to connect local people to local jobs and opportunities. The airport, one of our region's largest employers, and central to our region's economic ambitions through the East Midlands Freeport, is working with our college to deliver targeted training for young people and adults through our new Airport Academy, to help secure an employment pipeline into aviation operations, customer service, ground crew operations, security, catering and more. More than 300 people a year are supported through this academy and most recently we've seen more of our 16-18 aviation provision, directly benefit from this evolving partnership project.



27% growth in 16-18 student numbers since 22/23. 10% growth since last academic year, outstripping population growth.

Expanding influence through new networks including Construction Skills Mission Board and the Nottingham Growth Board.

Wins at the Green Gown Awards, Pearson Teaching Awards, Good for Me, Good for FE and AoC Beacon Awards, helping to put us on the map.

Lead provider for EMCCA's Youth Guarantee trailblazer, putting us front and centre in NEET reduction activity in Nottingham.

## Develop our curriculum so it is responsive, agile and aligns to the skills needs of our region, ensuring all our learners are future ready

**With the publication of the government's Modern Industrial Strategy and associated regional growth plans developed by our Mayoral Authority, we have a clear and coherent roadmap for growth, alongside greater clarity of the role that skills plays in this agenda.**

Our annual curriculum lens test reviews all current curriculum against key LMI, while our new curriculum gateway process, launched in 24/25, provides a route for new provision to be developed and planned. All feeds into our LSIP Accountability Statement, and has led to a number of new programmes being launched for 25/26, linked to regional economic growth plans and IS-8 Industry Strategy priorities.

Our Green Skills Centre is embedding green energy learning and training into traditional construction trades and houses provision in solar PV, battery storage and EV installation.

Our Industry Advisory Boards have been relaunched and expanded, ensuring that every curriculum area is supported by a dedicated board of local and regional employers, providing advice on course design and the skills gaps they need to fill. These boards play a crucial role in aligning our curriculum with economic need and are only possible thanks to the ongoing support and friendship of our employer community.

These employers provide our students with meaningful work placement and experience opportunities throughout the year and new for 25/26 is a team of Industry Skills Co-ordinators, aligned to curriculum areas, who provide hands-on support to students in preparing them for work placements and next steps. They support our new Assistant Principal for Skills, appointed in 24/25 to focus on enhancing our skills-based curriculum.



### An expanding curriculum to meet local skills needs

In 2025 we worked with local employers to develop a new logistics pathway for adult learners, at levels 1 and 2. Available as part-time courses, our logistics offer has been developed to support local people into jobs in this growing sector. East Midlands Airport is the largest air freight terminal outside of London, and central to the East Midlands Freeport which will see new business come into the region to benefit from Freeport incentives. We have responded by developing new provision, enabling local people to fill these skills gaps as they emerge. Advanced logistics requires higher level digital, data and engineering skills and these are areas in which the college has invested heavily in new provision this last 12-18 months, with new T level pathways, new provision in engineering and the move of our engineering and electrical apprenticeship delivery to our Ruddington site, closer to the airport and other investment zones.



New Digital T Levels launched in Software Development, Data Analytics and Support and Security.

A new logistics pathway, and new defence pathway, are just two new curriculum areas launched for 2025/26.

Over **1,000** students completed a minimum 30-hour work placement in 2024/25. The 25/26 target will double this achievement!

**£1.2m** OfS grant secured to create a new centre for Modern Methods of Construction, coming 2026!

**22** Green Skills qualifications are now up and running in response to growing skills demands.

## Ensure all our learners enjoy outstanding teaching

Having secured an Ofsted Good rating in December 2022 and an Outstanding grade for residential apprenticeships in February 2024, our efforts have been focussed on raising the bar to new levels over the last year.

In 24/25 we delivered improved performance across all provision types, an improvement trend that has continued over the three years of this strategic plan. This improvement trend has resulted in five curriculum areas now self-assessing as Outstanding against the last Ofsted framework.

Achievement rates have been trending upwards over the last three years, with overall achievement increasing by nearly 3% from the previous year, and sitting above national benchmarks.

Level 3 student achievement has improved by more than 7% in a year, reflecting significant focus in this area and taking us closer to national benchmarks.

Our work to support those with high needs has been particularly impactful with achievement rates rising by more than 5% across the college, nearly 8% above national benchmarks.

In early 2025 our adult ESOL programme was shortlisted for the AoC Bell Foundation Award for Excellence, recognising the outstanding features of this provision, already identified by Ofsted as an exemplary of best practice. Achievement on our adult ESOL programme was 96.5% in 2024/25, 8.7% above national benchmarks. This contributes to our overall adult achievement of 92.8% which has risen 2.8% and sits comfortably above national benchmarks.

Our award winning apprenticeship provision continues to adapt and innovate, with 24/25 delivering another year of achievement increases, and 6% improvement over the last three years!

**94.6%**  
student  
satisfaction  
in 24/25  
**Up 7.7%**  
in 2 years



### Elected home education provision in high demand

Nottingham College provides a unique offer to students aged 14-16 who have been educated at home for some, or all, of their education prior. Students come to us to engage in in-class GCSE learning, helping them to re-integrate into classroom study, in a supportive, tailor-made environment that enables them to thrive. This provision has grown 59% in the last three years and trends suggest that more and more students are leaving mainstream school settings for at home learning. Our GCSE and 14-16 pathways provide school-aged pupils with a safe and supportive environment to help prepare them for their next steps, often remaining in full time education, in college or school, after they complete. In 24/25 our achievement rate for these students was 93%, with more than 90% progressing to post-16 study with us after completing. Applications for this provision continue to grow, with Nottingham College now the largest provider of Elected Home Educated (EHE) tailored provision in the county.



Achievement up in  
**31 curriculum  
areas** in 24/25.



**88.4%**  
Overall achievement  
in 24/25.



**92.4%**  
High Needs  
achievement  
in 24/25.



**92.8%**  
Adult achievement  
5% above national  
benchmarks.



**6%**  
Apprenticeship  
achievement  
over 3 years.

## Ensure all our learners are in good hands with highly effective and supportive learner facing services

**Our award-winning approach to inclusion and student wellbeing ensures that our students receive individualised, wrap around support throughout their studies. Wellbeing mentors collaborate with pastoral tutors, behaviour coaches, careers advisors and learning support specialists to holistically cater for the needs of our students, to support their progression through college and out into work or further study.**

In 2024/25 we further enhanced our learning support and wellbeing offer, creating a holistic cross-college inclusion and support function, with a network of over 130 learning support assistants, including specialists in autism spectrum disorder, dyslexia, sensory impairment and dyscalculia. This team works across a full network of practitioners internally to develop students' independence and resilience, study skills and preparedness for work, all the while breaking down barriers to learning and giving everyone the best chance of success.

The college is proud of this inclusive practice, working proactively both in and out of the classroom to support students who need something different, or extra.

Digital innovation is pivotal in providing differentiated and adaptive learning opportunities – immersive rooms, VR and Augmented Reality headsets and new software mean that each learner's journey can be adapted to maximise engagement in learning. Achievement and outcomes for students with high needs and other levels of disadvantage is improving year on year as a result.

Adaptations have also been applied throughout the student journey too. Inclusive open evenings and enrolment events have been introduced to offer quiet, calm environments and dedicated access to advice and guidance. Feedback has been extremely positive and is helping more students to start well, settle well and achieve well with us.

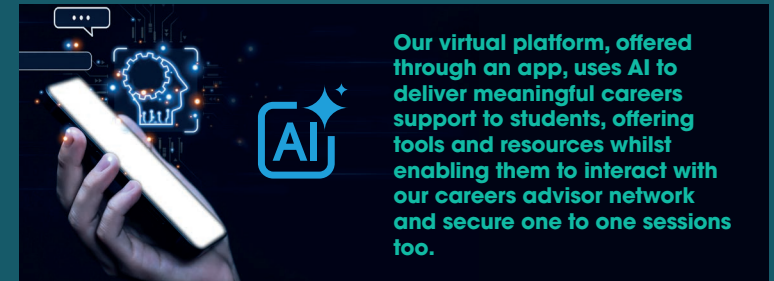


### Developing skills for life and work

In 2024 our careers advice and guidance programme achieved Matrix accreditation, a recognised Quality Kitemark for careers education. Within the same 12 months our pastoral team received a Pearson Teaching Silver Award for Team of the Year, recognising our talented and dedicated pastoral tutor team who deliver a personal development programme that focusses on civic engagement, social action, career guidance, volunteering and fundraising to develop skills for life and work.

In late 2025 we set about developing a new industry and work skills team, to help drive our work placement and work experience agenda, ensuring all students can engage with the workplace and gain work ready skills, during their time with us.

Our careers programme has been significantly enhanced over the last 12 months with the launch of a new virtual careers service, and a partnerships with Nottinghamshire Futures to extend careers guidance to adult students too.



**Our virtual platform, offered through an app, uses AI to deliver meaningful careers support to students, offering tools and resources whilst enabling them to interact with our careers advisor network and secure one to one sessions too.**

**3,770** students receiving Wellbeing Mentor support in 24/25.

In 24/25 we supported  
**335** students in care  
**302** EHCPs  
**168** students with high needs

**£165K** in social impact through student social action in 24/25.

**8,604** students receiving bursary support in 25/26.  
**1,050** students receiving free school meals (16-18).

**8,802** careers advice sessions delivered in 24/25

## Invest in and reward our people, develop their skills and recognise their success

**Investing in and rewarding our people is a central pillar to the college's strategic plan, recognising that FE teachers' salaries lag behind that of their schoolteacher peers. Providing an inclusive workplace where colleagues feel prioritised and valued, and where their wellbeing is nurtured, ensures that our staff can thrive at work and deliver a student experience that we can all be proud of.**

In 2024/25 we delivered our fourth consecutive pay award for staff. Staff received a 4% pay award to in 2025, in line with the nationally-negotiated pay rise for schools. This came a year on from our one-off increment increase for all staff of just over £1,500 the year before. This one-off payment ensured that those on lower incomes would benefit more in percentage terms, during a year of high inflation impacting cost of living. This has meant that over the lifetime of the college's three-year strategy, a total of £22m has been invested into staffing and pay.

This investment includes a new teaching contract which was introduced in 2024/25, reducing contact time from 24 hours to 23 hours a week for teachers – one of the most progressive contracts in the sector. This recognises the importance of reserving time for innovation and upskilling, alongside planning and marking time and re-emphasises our commitment to the wellbeing of our colleagues.

These collective efforts have seen our 'Fair Deal' score in our Best Companies employee survey, improve by 14% since 2022/23. Staff turnover also reached an all-time low in 24/25, again evidence of our improving focus on wellbeing, pay and reward.

### Investing in our leaders

We have prioritised training and development over the last three years, creating capacity and improving capability to take the college on its journey to becoming 'extraordinary.'

Our Stepping On leadership development programme, now in its fourth year, is tailored to supporting aspiring managers. It achieves a 75% success rate, with three-quarters of participants securing a promotion into a management role after completing the course. More than 90 staff have successfully completed this programme over the lifetime of the college's strategic plan.

Our EVOLVE programme, launched in 2024, is tailored towards new managers and those moving into more senior management roles. So far this programme has supported over 60 leaders across the college, driving up leadership capacity and capabilities at all levels of the organisation.

In 24/25 we also invested in our network of professional coaches across the college. To date, we have trained over 30 managers in an ILM Level 5 Coaching and Mentoring qualification and this network of trained coaches champions our high-performance culture by working internally to encourage personal growth, goal-setting, performance improvement and reflective practice. This investment has seen our personal growth score, in our employee survey, improve by 5% since 2022/23, with personal growth now judged as a key strength in the Best Companies survey methodology.

**1,175** years celebrated in 24/25 in our annual Long Service Awards.

**4%** rise in wellbeing scores in employee survey from 22-25.

**64,000** hours logged as training and professional upskilling in 24/25.

**58%** improvement in take up of our VivUp employee benefits scheme.

**£3.1m** invested in CPD over three years.

# Embed a culture which is positive, inclusive, supportive and productive

**In 2024/25 the college came together as one, to carve out a vision for how the culture of our organisation could propel us to 'Extraordinary.'**







Outputs from the Culture Day in November 2024 included a set of Culture Commitments which were developed from roundtable discussions, to bring our values to life into a set of behaviours and competencies that we can expect from each other. These competencies and commitments will now form the base of an enhanced PDR process, launching in 2026.

In early 2025, our employee survey once again delivered our best ever engagement scores for the college, taking us into the Best Companies 'One Star' category, placing us at the top of all FE colleges in the UK. In mid-2025 we delivered a mid-year pulse survey which generated insights that have helped us develop our new Wellbeing Strategy, launched in late 2025, and our new People and Culture Strategy coming in 2026. Outcomes from our whole college employee survey for this year (2025/26) show another improvement in engagement levels and response sentiment, evidence of our ongoing focus on culture and staff wellbeing.

In 2025 we launched a new engagement programme, better connecting staff to key college decision making, and providing greater visibility and access to senior leaders. The new principal's lunch is an informal get-together of randomly selected staff, who meet with the principal, to review the term gone by, and priorities and ideas for the term ahead. A new staff forum, involving elected staff representatives has formalised consultation and engagement activity, empowering reps to take a leadership role by representing their campus and having a say.

## b-Heard Survey Results 2024

**Achieved**  
**★★ VERY GOOD ★★**  
**Status**

- 
**Giving Something Back (+4%)**  
 How colleagues are feel about the organisation's contribution to wider society.
- 
**My Company (+2%)**  
 The level of engagement colleagues have for their job and organisation.
- 
**My Team (+2%)**  
 How colleagues are feeling towards their immediate colleagues and how well they work together.
- 
**Personal Growth (+2%)**  
 How colleagues are feeling about their training and future prospects.
- 
**My Manager (+1%)**  
 How colleagues are feel and communicate with their direct line manager.
- 
**Leadership (+1%)**  
 How colleagues feel about the leader of the college, senior leaders and the college's values and principles.

**Since our first survey in 2022/23 our survey engagement rate has increased by 14% to over 80%. Our overall score has increased to One Star, from One to Watch, which places us as top performing FE college in the country, with Best Companies.**

Priority Achievements

**75%** staff living our urban economic area, contributing to city economy

**4.5%** reduction in staff turnover in 3 years.

**1,100+** staff engaged in setting college culture in November 2024 event.

**880** new staff joined college in last 3 years.

**14%** improvement in engagement with employee survey over 3 years.

## Relentlessly pursue our ambitious target of achieving net zero carbon emissions by 2030

There could not be a more fitting reward for the college, for all of its efforts in carbon reduction and sustainability education, over the last three years, than receiving the Green Gown Award for Institution of the Year in November 2025.

The award recognises the huge progress made since we launched our net zero goal in our 2023-2026 Strategic Plan. In late 2023 we launched our first ever Sustainability Strategy, which has governed all of our activity and achievements to drive down carbon emissions and drive up participation in sustainability initiatives, ever since.

In this time we have reduced our carbon emissions by more than 45%, invested millions in campus refurbishments to improve energy efficiency and solar PV capacity, removed plastics and non-recyclables from our onsite cafes, and delivered cross-college carbon literacy training to our staff. Green skills and climate awareness is now embedded across the curriculum, and students lead impactful, green-themed social action transformation, creating garden and green spaces enjoyed by students and staff alike.

All this activity takes us closer to realising our net zero goals, a pledge we've made as part of Nottingham City Council's Carbon Neutral 2028 campaign.



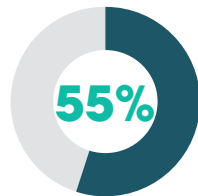
### Decarbonising our estate

The college has been supported to deliver more sustainable buildings and estate through successful Salix decarbonisation bids. A £2.8m decarbonisation investment, at our Highfields campus, has removed an ineffective gas fired heating system and replaced it with highly efficient air source heating, replaced defective ventilation systems with new operational systems, added LED lighting and solar PV arrays which self-generate electricity.

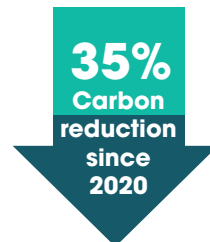
A £3.5m decarbonisation investment into the Adams centre, supported by a Salix grant, has replaced a defective gas fuelled heating system with an environmentally sustainable connection to Nottingham's Communal District heating network, refurbished classrooms, addressed wasted energy by replacing inefficient assets, and installed new safety systems including a fire alarm.

All of this investment has helped us reduce consumption overall. Compared to term 1 in 24/25, consumption in term 1 of 25/26 has changed: gas is down by 60%, water use is down by 19% and district heating use (ex Adams) is up by 20%.

**641,163 kWh**  
electricity savings over 3 years



Percentage of estate free from fossil fuel heating



(3,238 → 1,790 tCO2e)

**£164,363**

Measurable social value generated



Highest performing amongst benchmarked FE sector peers (RSM audit)



**1,119 staff**

Engaged in sustainability CPD

**£6.9 million**

Secured funding for sustainability projects



22 New green qualifications training

**700+ students**

**700+ TREES**

Planted by 547 students participating in biodiversity initiatives

## Harness the power of digital technology in everything we do

### Our new Digital Strategy, launched in 2024/25 consolidates our innovation and investment into core digital delivery strands:

- Teaching and learning innovation
- Digital engagement
- Infrastructure and security
- Systems development

Our team of digital trainers and specialists is transforming our curriculum, introducing innovative teaching and digital solutions, providing improved access to digital tools and improving inclusivity, and supporting the adoption of AI solutions for planning, delivery and assessment. New facilities include immersive rooms, VR and AR learning tools and AI enabled technology including Century Tech.

Co-Pilot has been rolled out to all staff, with enhanced versions being trialled, as well as new WhatsApp tools to aide student/applicant engagement. A new website and range of new systems have been introduced to improve the overall student experience.

In 2025 we achieved Cyber Essentials, confirming our infrastructure being effectively managed and safeguarded against cyber threats, with new investment going into hardware and infrastructure upgrades too.

New courses have been launched to help prepare students for an AI and digitally enabled future, including provision in cyber security and data analytics.

A new AI Council has also been established, comprising industry specialists from across the tech sector, including Experian, Jisc, Node 4 and Boots, helping the college to ensure the right governance and protections are place, develop our awareness of system implementation best practice and to create a community of digital innovators to advise our curriculum teams..



### Immersive technology - connecting communities

Art and technology came together in a striking display of creativity at Nottingham Castle, where our art students showcased their work in a castle exhibition.

One of the standout features was an interactive virtual reality (VR) experience, which gave visitors the chance to immerse themselves in the artwork and explore it from entirely new perspectives. This innovative use of digital technology marked another step forward for Nottingham College, blending traditional art forms and modern digital tools, enabling students to explore their creativity through different mediums.



The VR experience incorporated augmented reality elements to create a fully immersive environment, helping visitors engage more deeply with the artworks. It not only highlighted the forward-thinking approach of the students but also reflected the evolving relationship between art and technology.

In 2024/2025

New college Digital Strategy launched.

New AI Council to advise on college AI strategy and skills.

Cyber Essentials accreditation achieved in 2025.



£8.7m invested in college IT in 3 years.

## Transform our estate, setting ambitions high for the resources and facilities we provide to our communities

**An ambitious estates strategy, launched in 2022 and refreshed in 2025, has driven widespread investment and improvement in our estate over the last three years, with student experience, sustainability and estate efficiency at the heart of all decision-making.**

Removing older, inefficient buildings such as Arthur Mee and London Road, has helped us reimagine the potential of our Basford and Highfields campuses, bringing significant benefits to our students.

Our new Gateway Centre for our Supported Learning students, and our Construction Skills Centre, both at our Basford site, have substantially increased this site's capacity, whilst also providing state of the art facilities, closely aligned to skills and societal need.

At Highfields, extensive development has enabled around 200 automotive students to move into redeveloped workshops, joining our wider engineering and electrical provision, and thanks to a Salix decarbonisation grant, Highfields now boasts new carbon reduction measures which are having a significant impact on the building's overall efficiency and energy performance.

At Ruddington we've opened a new training centre for engineering and electrical apprenticeship delivery, freeing up space at Highfields, and most recently, a £1.2m OfS grant has been secured to develop a new Modern Methods of Construction Centre at the site.

Our Adams and Stoney Street campuses have also benefited from grant funding and Salix grants that have helped transform the learning environments for our students as well as the energy performance of these two Grade I and II listed buildings.

High Pavement has had its share of estates investment, helping to improve classroom and library spaces and to top off the last 18 months, we've launched a new site at Castle Meadow, thanks to leased space from the University of Nottingham, for our King's Trust and EMCCA funded Youth Guarantee provision.



**October 2024**

New city centre Professional Services offices and exams centre.

**February 2025**

Construction Skills Centre opens at Basford.

**April 2025**

New Gateway Centre receives its official opening.

**August 2025**

New automotive centre at Highfields, moving out of London Road.

**September 2025**

New centre for King's Trust and Youth Guarantee.

**October 2025**

New Engineering and Electrical centre at Ruddington.

## Secure a stable financial future

**At the heart of our financial strategy is our ambition to grow, generating cash for investment in our buildings, our people and in the student experience.**

As a college carrying historic post-merger debt, we needed to deliver a growth strategy that enabled us to meet our debt servicing obligations whilst still creating the financial headroom needed to invest in our ambitions. In 2024/25, we became a £90m organisation, placing us in the top 10 colleges nationally by size, and marking a significant increase from around £65m in 2022/23.

Our EBITDA position has also greatly improved. Our end of year EBITDA position for 2024/25 exceeded plan by more than £1m and was over £1m higher than in 2023/24. This has generated more cash for investment, enabling us to deliver our staff pay award, invest in our IT and estate, and generate increased capacity for new provision through the lease of Castle Meadow and the relocation of further apprenticeship provision to our Ruddington campus.

Over the lifespan of our three-year strategy, we have delivered more than £15m in grant funded projects through OfS, Salix, FE Transformation Fund, CDF, the Youth Guarantee, LSIF and UKSPF.

In the last year, devolution has reshaped the region with the formation of EMCCA and the election of Mayor Claire Ward. In this time, we have re-prioritised our adult skills delivery to directly benefit our local communities, removing subcontracted provision and focussing on skills need. We are the largest ASF provider in the region with more than £16m a year in ASF direct delivery through the college.

By combining our investment strategy with our drive for efficiency, we have consolidated delivery onto fewer campuses, removed older estate that was costly to operate, and making better use of our high-quality facilities.

This combination of investment and cost reduction means we are best placed to navigate the funding and financial landscape emerging in 2025/26 and beyond, one that requires further protection of cash and ongoing prioritisation of investments that most effectively meet the needs of our students.



**£10m+**

Investment in student support  
and wellbeing over 3 years



**£30m+**

invested in buildings, resources  
and IT over 3 years

**£1.3m** EMCCA funding for  
Youth Guarantee

CLAIRE WARD  
MAYOR OF THE  
EAST MIDLANDS

East Midlands  
Combined County  
Authority

YOUTH GUARANTEE  
Funded by UK Government



# COLLABORATIONS AND PARTNERSHIPS

**Nottingham College is a key partner and collaborator in Nottingham and across the wider region.**

**It sits at the heart of a skills and community ecosystem that ensures young people and adults from across our region are supported through study and into work, helping to break down barriers along the way.**

Throughout 2024/25 the college played its role in helping to shape skills responses through key partnership forums and collaborative working groups including:

- **The Local Skills Improvement Plan (LSIP) Steering Group**
- **CBI Regional Council**
- **Public Sector Compact**
- **East Midlands Freeport Skills Group**
- **Midlands Net Zero Hub**
- **East Midlands Innovation Zone Skills Sprint Group**
- **East Midlands Investment Zone**
- **The Nottingham Growth Board**
- **Universities for Nottingham Civic Partnership**

**In addition we have developed our own forums, networks and partnerships for the direct benefit of our students and our communities more widely.**



## Industry Advisory Boards

We have expanded our Industry Advisory Boards to cover all curriculum areas. These boards meet with us to review and develop our curriculum to ensure it meets current and future skills needs. In 2024/25 this network came together in an end-of-year celebration event, supported by the CBI, to further cement relationships. Through our Industry Advisory Boards we have created a new Future6 initiative, with employers identifying six key soft skills required in their sector, enabling us to further tailor our curriculum to boost skills.



## Work placements and work experience

In 24/25 our employer collaborations have led to more students gaining work placements than ever before, with more than 1000 work placements logged and over 70% of students completing 30 hours of work experience over the course of the year. A new team of Industry Skills Co-ordinators will now take this even further forward into 25/26 when we expect to double the number of formal work placements and ensure even more students gain vital work experience through employer projects and interactions.



## Technical training partners

Our bespoke technical training packages serve many national and international brands, most notably in the automotive sector. In the last 12 months we've secured another partner in Chinese auto brand Omoda, new EV brand Skywell and household name Halfords, all through EMTEC. We're also working closely with EON on the launch of a number of new Green Skills programmes on offer through our new Green Skills Centre at our Basford campus.



## Careers education

Employer partnerships are vital to the effective delivery of careers education and in 2024/25 our careers programme was enhanced through a cross-college event series called Future Me, with employers delivering seminars, careers advice, interview support, apprenticeship promotion and more. These events are further bolstered by our expanding Careers Enterprise Advisor Network, which provides dedicated support to our careers programme. This network includes employees from Boots, Protocol Group, Frazer-Nash and Broxtowe Borough Council.



## Curriculum delivery partners

We work across the skills landscape to deliver provision in genuine partnership. Through HE delivery partners including NTU, The Open University and the University of Derby, our NEET reduction partners, including Futures and Base 51, and our employer partners like East Midlands Airport and EON, our delivery collaborations bring untold benefits for the student and their learning. All of these partnerships were strengthened throughout 2024/25 with new elements of curriculum delivery introduced or expanded.

# WORKING IN PARTNERSHIP TO DELIVER THE YOUTH GUARANTEE

In March 2025, the government launched its Youth Guarantee initiative to address long-term youth unemployment across the UK. Funding of around £45m was split across eight trailblazer regions, each delivering a programme of targeted support for 18-21 year olds who are not in education, training or work. The country faces an increasing challenge in stemming, and ultimately reversing the rise in youth unemployment, which in May 2025 stood at almost one million young people.

EMCCA was awarded its share of the fund and invited partners to submit collaborative bids. Nottingham College is contributing to three Youth Guarantee projects across the region.

In April 2025, the college secured £900K of project funding to lead a county-wide NEET engagement and reduction programme, in partnership with Vision West Notts, RNN, Newark, and Portland colleges, The Futures Group and ATTFE. Supporting a minimum of 200 young people, this project comprises employability skills development, social action delivery, personal development and structured interventions to remove barriers to work or further learning. Nottingham College is the lead partner in this delivery team, on behalf of EMCCA.

Nottingham College is also part of another Youth Guarantee programme, led by Vision West Notts College, to enhance mental health provision in colleges across the region. Investment into mental health resource in colleges can help keep at risk people in learning, and help re-engage those who leave. This NEET prevention programme is already having real impact across the college network.

In September 2025, the college became lead partner in the delivery of Nottingham City Council's Youth Guarantee personal development programme. Working with a partnership team comprising Futures, Base 51, Bestwood Partnership, Evolve and 4Bs, this programme targets worklessness through proactive family-level interventions in both the north and south parts of Nottingham city.

Alongside this, significant curriculum development has expanded the range of entry level programmes across vocational areas, creating more pathways for young people to reengage with learning. In the last three years, Nottingham College has increased the number of young people enrolled on entry and level 1 provision by 70%, equating to more than 800 additional 16-18 year olds enrolled on lower level learning compared with 2023.





# WORKING IN PARTNERSHIP

An extensive network of public and private sector organisations and businesses



**Nottingham**  
City Council



NOTTINGHAMSHIRE  
**POLICE**



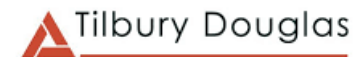
University of  
Nottingham  
UK | CHINA | MALAYSIA



The Open  
University



Homes  
England





# GOVERNMENT POLICY INTO ACTION

The government's Plan for Change set out five key missions designed to drive national economic and social reform with public sector organisations operating within a framework to structure their activity, services and outputs.

Nottingham College mapped its provision and impact against these five missions, and this exercise was subsequently highlighted by the AoC (Association of Colleges) as an example of best practice. The result tool now enables colleges across the country to demonstrate alignment with local and regional priorities. As the college continues to navigate ongoing reform and policy change, our regional stakeholders can clearly see the work and impact of the college and its focus on delivering for its communities.



## Secure the highest sustained growth in the G7

Partnering with over 3,000 local employers we deliver over 1,800 apprenticeships alongside a numerous other commercial training courses every year

In total, we deliver 30,000 qualifications annually to 20,000 students, enabling progression into employment, upskilling and reskilling.

We work alongside civic partners in forums including CBI, LSIP, Nottingham Growth Board and the East Midlands Investment Zone.

We are expanding our construction, STEM and civil engineering curriculum offer year-on-year and have invested £6m in the Construction Skills Centre and Green Skills Centre. In addition, we have been awarded OfS funding to launch a centre for Modern Methods of Construction, and through regional collaboration have secured a Construction Technical Excellence College within EMCCA.

Our national centre for automotive training excellence, Emtec, delivers specialist training to the automotive industry including Halfords, Hyundai and new Chinese market entrant Omoda.

We deliver the highest proportion of adult skills in our region and are the lead provider for the Youth Guarantee, an innovative partnership programme aimed at engaging and supporting NEETs aged 18-21 back into work or training.



## Make Britain a clean energy superpower

We offer specialist training in green technologies such as heat pumps, solar PV, EV installation, battery storage and electric / hybrid vehicle as well as the latest in hydrogen fuel cell technology.

We are delivering on our sector-leading Sustainability Strategy, having already achieved a 40% reduction in carbon emissions, and we remain on track to meet our target of 100% reduction by 2030.

We work in partnership with Nottingham Climate Assembly and the Nottingham Green Energy Partnership, providing a platform and visible leadership for the local green agenda.

We are delivering the national Carbon Literacy Programme to young people and adults, alongside all staff completing the training.

We have established a Green Skills Centre to provide bespoke and accredited training in air source heat pumps and solar PV, supporting the retrofit requirements of homes in the region.

We are recipients of a prestigious Green Gown Award for our efforts on carbon reduction and sustainability education.



## Build an NHS fit for the future

We work in partnership with our local NHS Trusts on a comprehensive range of training programmes, spanning T Levels to apprentices, English and maths for existing staff, and commercial leadership and management training for in-house training delivery.

We are one of only a small number of colleges to offer specialist provision in laboratory science, dental technology and community pharmacy.

We deliver A Level and vocational science programmes, including new T level pathways in 2025/26, that support young people and adults into medical and dentistry degrees as well as many vocational pathways into the healthcare sector more broadly.

We have won national awards for our focus on the mental health and wellbeing of our students and staff with more than 40 trained mental health first aiders on site, in college, every day.

We are a menopause and endometriosis friendly employer.

We deliver bespoke commercial training to our healthcare trust and emergency response services to support their workforce development agendas.



## Make Britain's streets safe

We take a multi-agency approach to educating and supporting young people to take a non-violent path in life through pastoral interventions, guest speaker series, in-house careers service, wellbeing week, induction and more.

We actively work with our students to engage in impactful social action projects that give students a voice and helps them take ownership of solutions to pertinent youth issues including gang membership, drug and substance abuse, crime, behaviour and youth violence.

We work in partnership with the local the Violence Reduction Partnership and Nottingham Police to address street violence and its underlying causes.

Our tutorial programme helps students understand the implications of knife crime and our Behaviour Management Strategy sets clear boundaries for personal protection.

We work in partnership with Nottingham City Council and others to deliver the city-wide NEET prevention strategy. Central to this is the expansion of our entry and level 1 provision, which provides a wealth of education opportunity for young people who might otherwise turn to crime.

We run a range of adult programmes aimed at supporting ex-offenders rebuild confidence and gain new skills whilst providing vital rehabilitation support, to re-enter their communities as active citizens and positive role models.



## Break down barriers to opportunity at every stage

We recruit specialists directly from industry and fully fund their teacher training. We have signed up to the Taking Teaching Further programme and offer a competitive salary and benefits package to attract new teachers into FE.

We work in partnership with Nottingham City Council to deliver a high performing GCSE programme for home schooled pupils aged 14-16, and other providers to offer alternative provision for disenfranchised school pupils and post-16 students.

We administer a ~£4m annual bursary fund to support students from disadvantaged backgrounds.

Our award-winning supported internship with the NHS sees SEND students gain access to jobs and opportunities.

Through our King's Trust provision, we support those most at risk of becoming NEET and long term unemployed. Our Youth Guarantee programme, which aims to tackle barriers, address skills need and raise aspirations, is the largest in the region.

Our HE provision serves some of our most disadvantaged communities, with the proportion of younger HE students from the lowest participation areas (POLAR4, Quintile 1 & 2) now exceeding two-thirds (69%), up 50% compared with four years ago.

With 86% of our 16-18 ESOL cohort living in care, our award-winning ESOL provision connects young people to new opportunities for full-time education and training from pre-entry upwards.



## A NEW COLLEGE PLAN FOR A NEW COLLEGE ERA

**In 2023, Nottingham College launched its three-year Future Ready Strategy, designed to drive growth that would enable sustained investment in staff, resources, buildings and facilities, while positioning the college as a trusted and collaborative partner ahead of the region's anticipated devolution deal that would unlock new opportunities for the region and the college.**

Over three years, the college has delivered a 27% growth in 16-18 student numbers and has become one of the largest Adult Skills Fund providers in the country, enrolling over 15,000 adult enrolments a year. Income has increased from £65m in 2021/22 to more than £90m projected for 25/26. Around £22m has been invested in people and pay, more than £30m in buildings and facilities and more than £15m secured through winning bids and new contracts. Collectively, these achievements have placed the college on a new trajectory, to becoming truly extraordinary – a college recognised nationally for sector best practice and one on its way to securing another improved Ofsted inspection outcome when the time comes.

Looking ahead, our new college strategy must meet the moment. It must deliver further enhancements to our curriculum, ensuring that we continue to respond to national curriculum reforms, local demographic changes and evolving economic needs. It must be rooted in innovation, agility and responsiveness, reflecting a rapidly changing world that demands greater efficiency and innovation through the use of emerging technologies, including AI.

Our new strategy must drive increased productivity and efficiency, delivering more with less! With substantial investment prioritised over the last three years, our focus now shifts to maximising the return on that investment by utilising our estate and resources for maximum impact. We do this by being an open collaborator, crucial local and regional partner and through continued listening and engagement with our communities.

Inclusion is the foundation of our college community and our new strategic plan will position inclusion as a defining feature of our culture, shaping the way we teach, support collaborate and respond to the needs of those we serve. Our college will champion inclusive practice so that every student's journey is equitable, personalised, and free from barriers.

Through our new strategy we will lead from the front as a sustainability pioneer, building on the great work of the last three years and deliver our net zero ambitions within the lifespan of the next strategic plan, becoming the first carbon net zero college in the country, maintaining our commitment to the City Council's 2028 carbon neutral pledge.

We will continue to leverage our partnerships and relationships to deliver for Nottingham, further honing our offer to provide opportunities for all young people and adults to engage with education and training, no matter their starting point, igniting in them a passion for learning and delivering on our promise to help our city, and region, to prosper and thrive.





inner

SUSTAINABILITY INSTITUTION OF THE YEAR



# Green Gown Awards

An outstanding year for Nottingham College's sustainability endeavours, culminating in winning Sustainability Institution of the Year for small organisation, at the prestigious Green Gown Awards 2025 (pictured).

# ZER



Our journey to becoming carbon zero



# GLOSSARY

Page Number	Statistic	Source
2	<b>£65m to £92m income growth 2023-26 with a 30% increase in 16-18 student numbers over this time.</b>	Annual income total in 2022/23, compared with annual income total in 24/25. Percentage increase in rounded total net enrolments for 16-18s in 22/23 and into the 25/26 academic year.
	<b>£22m invested in people and pay since 22/23.</b>	Total increase in pay budget between 22/23 academic year and 25/26 academic year.
	<b>24% growth in directly delivered adult enrolments.</b>	Growth in adult enrolments (ASF), direct delivery only.
	<b>600 courses and qualifications.</b>	Total rounded number of qualifications (including different levels), short courses and certificated courses.
	<b>88.4% (+6%) overall achievement rate improvement since 22/23.</b>	Published achievement rate, overall, in 24/25 academic, and comparison to 22/23.
	<b>90.3% (+3.6%) GCSE pass rate improvement since 22/23.</b>	GCSE pass rate improvement in 24/25, compared with 22/23.
	<b>94.6% (+7.7%) student satisfaction improvement since 22/23.</b>	Student voice termly survey responses, comparing satisfaction score from 22/23, with first term survey satisfaction score for 25/26
	<b>140,000 qualifications successfully completed by students over 3 years.</b>	Total number of qualifications awarded across all provision over three academic years, 22/23, 23/24 and 24/25.
	<b>47% of students from global majority backgrounds.</b>	Proportion of students in 24/25 declaring ethnic background within BAME categories (Black and Minority Ethnic).
	<b>180+ tonnes reduction in CO2 emissions in 3 years.</b>	Total tonnes of CO2 emissions in 24/25, compared with 22/23.
	<b>£15m secured in grants over 3 years.</b>	Round figure of grants won by the college throughout 2022-2025.
	<b>£25m estate investment over 3 years.</b>	Total investment into estate (college investment and grant spend) between 2022-2025 .
	<b>£5m spent with Nottingham suppliers every year.</b>	Rounded total spend with suppliers registered in Nottingham.
	<b>1,700 employees; 12th largest employer in Notts with an annual wage bill of over £60m.</b>	Headcount figure for 25/26, with published Nottinghamshire employer rankings. Wage bill reflects approximate total spent on salaries and employer contributions.
	<b>Best Companies No 1 College.</b>	Position within Best Companies league table when comparing all colleges listed.
	<b>18k+ hours of student volunteering logged over three years.</b>	Number of hours logged by students under the enrichment category of volunteering.
	<b>40 awards and accolades achieved.</b>	Total number of awards and external accreditations received over three years and into 25/26.
<b>150 employers directly influencing curriculum.</b>	Total number of employers who attended an industry advisory board across 24/25 and into 25/26.	



# GLOSSARY

Page Number	Statistic	Source
11	<b>8,100 full time students (25/26)</b>	Total net number of students on a 16-19 study programme (not including adult full time and HE).
	<b>15,975 adults 19+ (24/25)</b>	Number of adult students enrolled in 24/25.
	<b>757 L4+including apps (24/25)</b>	Total number of students studying at L4 and above in 24/25.
	<b>1,815 apps (24/25)</b>	Total number of enrolled apprentices in 24/25.
	<b>HE students in further study or employment 90.5%</b>	Published statistic relating to HE student intended destinations 24/25.
	<b>HE leavers securing a positive destination within six months of leaving college 86%</b>	Total positive destinations within 6 months, of HE students completing the college's destination survey from 24/25 academic year.
	<b>We work with 3,000+ employers.</b>	Total number of employers with college interaction logged in CRM over three year period.
	<b>8,546 male students / 9,817 female students (breakdown by student type given but not numerically).</b>	Breakdown in male to female students in 24/25, across all provision types.
	<b>48% of students progressing from level 2 to higher levels 23/24 - 24/25.</b>	Proportion of students progressing to higher level of study between 23/24 and 24/25.
	<b>49% of students progressing from level 2 to higher levels 24/25 - 25/26.</b>	Proportion of students progressing to higher level of study between 24/25 and 25/26.
	<b>21% of student enrolled on STEM subjects 24/25 and 25% 25/26.</b>	Total student enrolments in STEM related fields, across all faculties across 24/25 and 25/26.
	<b>98% of adult learning targeted/delivered at D2N2 students (23/24).</b>	Proportion of students residing within D2N2 devolved area.
	<b>Ethnicity profile.</b>	Declared ethnicity of all college students enrolled in 24/25.
	<b>5,090 students consider themselves to have a learning difficulty and/or disability and/or health problem (24/25).</b>	Declared learning disability and/or difficulty in 24/25
	<b>12,774 students do not consider themselves to have a learning difficulty and/or disability and/or health problem (24/25) .</b>	Students declaring no disability and/or difficulty in 24/25.
	<b>606 unknown – as per above (24/25).</b>	Students not declaring either way 24/25.
<b>95.4%% of students would recommend college as a place of study (term 1 survey 25/26).</b>	Proportion of students answering positively to the question relating to recommending college as a place of study (term 1 survey 25/26).	
<b>95.4% of students are satisfied with the course (term 1 survey 25/26).</b>	Student satisfaction measure published termly through student survey outcomes.	
<b>96.5% of student feel safe at college (term 1 survey 25/26).</b>	2025/26 Term 1 survey outcome to one question – do you feel safe at college – all positive responses combined.	



# GLOSSARY

Page Number	Statistic	Source
15	<b>27% growth in 16-18 student numbers since 22/23. 10% growth since last academic year, outstripping population growth.</b>	Actual growth figure, not rounded, for 16-18 enrolments net, since 22/23. Growth between 23/24 and 24/25.
16	<b>Over 1,000 students completed a minimum of 30 hour work placements in 24/25. The 25/26 target will double this achievement.</b>	Total number of logged placements in 24/25, across all placements including T Levels.
	<b>£1.2m OfS grant secured to create a new centre for Modern Methods of Construction, coming 2026.</b>	Total grant allocation from OfS for new Ruddington centre awarded in 24/25.
17	<b>22 Green Skills quals are now up and running in response to growing skills demand.</b>	Total number of green skills qualifications offered by Nottingham College.
	<b>94.6% student satisfaction in 24/25 – up 7.7% in 2 years.</b>	Same as page 2.
	<b>Achievement up in 31 curriculum areas in 24/25.</b>	Achievement rates in 31 curriculum areas have improved in 24/25 when compared to 23/24. Published in SAR 24/25.
	<b>88.4% overall achievement in 24/25 academic year.</b>	Published overall achievement rate in 24/25.
	<b>92.4% high needs achievement in 24/25.</b>	Published High Needs achievement rate in 24/25.
	<b>92.8% adult achievement 5% above national benchmark.</b>	Published adult achievement rate in 24/25.
18	<b>6% apprenticeship achievement over 3 years.</b>	Increase in apprenticeship overall achievement rate from 22/23 to 24/25.
	<b>3,770 students receiving Wellbeing Mentor support in 24/25.</b>	Number of students receiving a wellbeing intervention by wellbeing team in 24/25.
	<b>In 24/25 we supported 1,122 students in care, 795 EHCPs, 486 students with high need.</b>	Registered through ILR census 24/25.
	<b>£165k in social impact through student social action in 24/25.</b>	Calculated by Good For Me, Good for FE. Monetary amount refers to the estimated financial equivalent of the positive societal impacts generated by our students' activities.
	<b>8,604 students receiving bursary support in 25/26.</b>	Number of students qualifying for 16-18, FSM, Vulnerable bursary, Loan Bursary and ASF bursary support in 25/26.
	<b>1,050 students receiving free school meals.</b>	Number of students qualifying for FSM in 25/26.
	<b>8,802 careers advice session delivered in 24/25.</b>	Total number of logged one to one and group sessions in 24/25.



## GLOSSARY

Page Number	Statistic	Source
19	<b>1,175 years celebrated in 24/25 in our annual Long Service Awards.</b>	Total number of years served across Long Service awardees in 24/25 (colleagues serving 20+ years).
	<b>4% rise in wellbeing score in employee survey from 22-25.</b>	Best Companies Employee Survey Wellbeing category score increase over three years.
	<b>64,000 hours logged as training and professional upskilling in 24/25.</b>	Logged CPD in 24/25.
	<b>58% improvement in take up of our VivUp employee benefits scheme.</b>	Number of staff opting in to the VivUp benefits package, compared to 22/23 year.
	<b>£3.1m invested in CPD over three years.</b>	Total spend on learning and development team, and CPD training budget over three year period.
20	<b>75% staff living our urban economic area, contributing to city economy.</b>	Resident postcode data – NG1 - NG16.
	<b>4.5% reduction in staff turnover in 3 years.</b>	Percentage in staff turnover comparing 22/23 and 24/25 academic years.
	<b>1,100+ staff engaged in setting college culture in Nov 24 event.</b>	Number of staff registering to attend the culture away day in 24/25.
	<b>880 new staff joined college in last 3 years.</b>	Number of new staff inducted into the college over three year period (including sessional and part-time).
	<b>14% improvement in engagement with employee survey over 3 years.</b>	Percentage increase in proportion of staff completing the survey, 68% in 2022/23 to 82% in 25/26.



# GLOSSARY

Page Number	Statistic	Source
21	641,163 kWh electricity savings over 3 years.	Total reduction in electricity use over three years, 22/23 – 24/25.
	55% of estate free from fossil fuel heating.	Data compiled through analysis of heating fuel type used across campuses.
	35% carbon reduction since 2020.	Data provided by consultant as part of the SECR annual report.
	£164,363 measurable social value generated.	Calculated by Good For Me, Good for FE. Monetary amount refers to the estimated financial equivalent of the positive societal impacts generated by our students activities.
	Highest performing amongst benchmarked FE sector peers (RSM audit).	RSM Internal Audit.
	1,119 staff engage in sustainability CPD.	Number of staff recording CPD against sustainability theme in 24/25.
	£6.9m secured funding for sustainability projects.	Total grants secured for decarbonisation and other sustainability projects over three years, 22/23 to 25/26.
	22 new green quals training 700+ students.	Number of new qualifications added to curriculum, and combined enrolments over three-year period.
24	700+ trees planted by 547 students.	Number of trees planted through student social action projects and wilding projects since 2022/23.
	£92m total income 24/25.	Total annual income through all income streams in 24/25.
	£25.4m serviced debt.	Total debt owed on college borrowing at end of 24/25.
	£6.8m EBITDA (7.6%).	Published EBITDA 24/25 financial year.
	£15m secured through bids to support college investment.	Rounded value of grants awarded to the college over three year period.
	£22m invested in staff pay and reward over three years.	£22m added to pay budget comparing 22/23 and 25/26 academic years.
	£2.75m invested in greening our campuses and operations.	Amount invested into wilding and decarbonisation of college campuses over three year period.
	£10m+ investment in student support and wellbeing over 3 years.	Total investment into wellbeing and student support service over three years (inclusive of people costs).
£30m+ invested in buildings, resources and IT over 3 years.	Combined rounded figure attached to college spend on estate, IT and resources over three years.	
£1.3m EMCCA funding for Youth Guarantee.	Total awarded to the college through direct award and partner grants for Youth Guarantee provision.	

