



## Developing Individuals, Building Communities

Our five year vision and strategic plan, 2014 - 2019



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## Introduction

CP Learning Trust's five year vision is for everybody to have the opportunity to improve their life through learning.

### **Our area and what learners want**

CP Learning Trust is a charity working with individuals and communities across Cambridgeshire and Peterborough. We target those known to be disadvantaged and living in our deprived communities.

Statistics show that on average our most deprived wards have twice the national average of worklessness claimants, 4.5% compared to 2.4%, and have 17% more adults with no qualifications than the national average, 46% compared to 29%.

Evidence links those disadvantaged by their educational and employment status with many traits of poverty, including low levels of wellbeing. However, evidence also exists demonstrating the strong links between participation in learning and improved health and social-economic wellbeing.

Our learners have told us that they want learning in their community that helps them to build their confidence and aspirations, gain new skills across

a range of social and vocational topics, but also, to help them to get more involved in their community.

### **Working with the community**

Working collaboratively with the community and key partners, we engage with those who have benefited least from learning in the past and would gain most now from being given a second chance. Our aim is to improve the life chances of our learners both socially and economically. Thereby, impacting on the wellbeing of the individuals, their families and the communities where they live.

Working together with our trained and motivated Community Learning Champions (CLCs) - a proven tactic for engaging new learners, enabled through peer group support – we provide a range of community based 'first step' learning activities.

From these initial and taster learning opportunities we can progress individuals to a broader range of

competence development – always based on individual circumstances and each learners' needs.

### **Working in partnership**

CP Learning Trust has built its reputation and integrity through a partnership working approach. This ensures we can put our learners' needs first and maximise the opportunities available to them, being confident they will follow the best journey of learning.

We pride ourselves on working closely with existing formal community and learning partnerships. This ensures we can contribute to local policy and strategy and our services continue to support their delivery. Together we can address priority issues such as; welfare reform, the digital divide, the Localism agenda, public funding shortfalls and how to identify and meet other locally identified learning needs.

## The next five years



### Mission

CP Learning Trust's vision is supported by our new mission:

"To provide creative and inspiring learning opportunities, enabling individuals and communities to fulfil their potential."



### Key goals

The effective delivery of our vision and supporting mission is guided by three key objectives for the next five years:

- To maintain our community-led approach, creating new opportunities to encourage participation in learning, active community volunteering and supporting individuals to develop their own life chances.
- To maintain our range of accessible and diverse community-based learning opportunities, in a high quality and safe environment.
- To actively seek innovative ways to develop, widen and improve our services and partnership working.



### Themes

Our plans and priorities for the next five years are grouped under four strategic themes:

- Innovation and development
- Communication
- Management and quality
- Finance

Over the next few pages we set out our ambitions in these areas and our plans for their achievement.

## Innovation and Development

### **Our aim:**

CP Learning Trust will continue to develop and deliver innovative models of learning to meet the identified needs of our target individuals and communities.

CP Learning Trust has a strong history of working with the communities deemed most disadvantaged across Cambridgeshire and Peterborough. We traditionally support those individuals and families who appear to have benefited least from learning. These groups are considered hard to reach, but are likely to respond well to being given a second chance.

We work closely with local volunteers and partners. Together with them we will listen to what residents want from learning, and to understand what learning is needed to inspire them to become involved.

Creating innovative learning solutions to meet these identified needs is critical to our success. We must understand how these individuals and their communities are disadvantaged. We can then develop our services accordingly, especially finding ways to overcome any barriers that may exist –

a model of working we can boast a success track record for.

There are two key indicators that will demonstrate how successfully we achieve our aim. They are, firstly, our ability to widen participation in learning, and secondly, how effectively we progress individuals to further learning and/or other services.

Through high quality innovative provision, whilst promoting an equality of opportunity, we will inspire involvement, raise aspirations, build confidence and remove disadvantage. But above all, we will improve life chances, socially and economically.

In the next five years we will:

- Consult widely with the residents in our disadvantaged communities to inform the development of existing learning activities and for the provision of new ones (2014)

- Develop new and innovative products and services to meet emerging social and economic challenges, i.e. welfare reform, poverty, the digital divide and the Localism agenda (2014-2016)
- Extend our areas of delivery to other areas of Cambridgeshire and Peterborough where there is need (2014-2019)
- Expand our services to travel to learn / work areas on the periphery of our current county borders (2015-2019)
- Seek to diversify our range of funding sources and from funding agencies appropriate to the nature of provision needed / identified (2014-2019)



## Communication

### **Our aim:**

CP Learning Trust will build and maintain an effective and positive high profile.

CP Learning Trust has a successful track record of delivering targeted products and services over the past 13 years. To ensure we build on these achievements we must use this evidence effectively. This will reassure existing and new learners of our proven ability in meeting their particular needs. But equally important, it will create and maintain a 'first-choice' profile with our partners and stakeholders, including the relevant funders and policy makers.

We must communicate well through all media types, including traditional methods and new social media and technology. We must test that this reaches all our target audiences and makes the impact we intended.

It is important for CP Learning Trust to stay engaged at a strategic level as we have much to offer to the development of local policy and strategy in regard to adult learning and skills.

We must identify all potential audiences and effectively market CP Learning Trust to them. Key will be to focus on presenting all of our unique selling points (USPs). Including, the wider benefits specific to each sector within these various audiences.

In the next five years we will:

- Create and implement an innovative and proactive Marketing and Communication Plan that will effectively drive achievement of our communication aim (2014)
- Introduce a 'refreshed' branding for CP Learning Trust, to support our new marketing approach, clarifying our intentions and heightening our identity (2014)
- Update our website, making it more 'fit for purpose'; user friendly and interactive (2014)
- Make better use of social media for our marketing and communication

– Facebook, Twitter, LinkedIn (2014-2015)

- Produce and circulate regular press releases, case studies and success stories; to support and reinforce our awareness raising and 'first choice' strategy (2014-2019)
- Hold annual celebration events, to acknowledge the achievements of our learners and communities and to showcase the work of CP Learning Trust (2014-2019)



## Management and Quality

### **Our aim:**

CP Learning Trust will strive to continuously improve in all aspects of its operations.

The “Learners’ Journey” is at the heart of all that CP Learning Trust does. It is fundamental to our processes driving continuous improvement. Every learner’s experience and personal achievement, delivered through a ‘fit for purpose’ service, influences what we do, and what we aim to do better.

The key stages of the learner’s journey include: recruitment; induction; initial assessment; learning plans; progress reviews; assessment; achievement, and; progression. Each stage is quality assured and continually monitored, reviewed and evaluated to inform our processes for annual self-assessment, and consequently, continuous improvement.

This comprehensive process is supported by a rigorous and robust risk management process and to manage-out risks before they happen.

Underpinning all this is the expertise of CP Learning Trust staff and Trustees. As we innovate and develop new

products and services, or update and improve processes and procedures, we identify the associated capacity and capability implications. From this we can take the appropriate recruitment or training and development actions.

In line with ensuring we have the capacity and capability to deliver our vision we are mindful to succession planning, always looking and planning five years ahead.

In the next five years we will:

- Update our quality assurance policies and procedures to meet the requirements of the new Common Inspection Framework. This will be driven by our self-assessment and continuous improvement processes (2014)
- Measure the impact of what we do through learner feedback and outcome impact tools – report on this impact annually to learners, partners and stakeholders (2104 – 2019)

- Appraise all current and new procedures to ensure they meet current legal requirements and identify any associated training and development requirements (2014)
- Ensure operational office systems and practices keep in line with current technological development and remain fit for purpose (2014-2019)
- Upgrade the CP Learning Trust ‘performance management process’ to include a process for Continuing Professional Development and Succession Planning – for staff and Trustees (2014)



- Finance

Our aim:  
CP Learning Trust will grow and sustain a strong financial base.

To continue to provide our valuable range of services, and if we are to grow and expand these to other areas and to innovate and implement new ones, it will be important to both grow and strengthen our financial position.

Our marketing and communication strategies will support this aim by 'selling our services' to the target audiences identified.

Key to achieving this aim will be increasing the range and diversity of funders we work with, over and above our current initiatives

In the next five years we will:

- Establish clear profiles of the funders, policy makers and stakeholders we will target to grow and diversify our range of funding income, including support for the innovation of new products and services (2014)
- Develop a creative grants and fundraising strategy (2014)

- Implement a robust pricing strategy that ensures full cost recovery and, where possible, the generation of surplus funds. These will support the effective delivery of current provision and development of appropriate new products and services as and when identified (2014)
- Maintain our management's involvement in local strategic partnerships and our team members' involvement in local operational partnerships (2014 to 2019)
- Review our financial procedures and practices and update as required to meet current developments (2014)

