# BOLD FUTURES

# STRATEGIC
# PLAN

## 2026-2028

Solihull College & University Centre

Stratford-upon-Avon College

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# Foreword

As we launch our Strategic Plan for 2026–2028, Solihull College & University Centre stands at a pivotal moment in its journey, ready to embrace a bold new chapter defined by ambition, innovation and inclusive excellence.

This plan is the product of deep listening and purposeful collaboration. Over the past year, we have engaged with learners, staff, managers, governors, parents, carers, employers, and regulators to understand their experiences, aspirations, and expectations. Their voices have shaped every aspect of this strategy. The themes they raised: communication, wellbeing, teaching quality, curriculum relevance, inclusivity and innovation, are not just reflected in our ambitions; they are the foundation of our future.

We are proud to present a strategic plan that represents a step change in our organisation's ambition. It is more than a roadmap; it is a call to action. We dare to be bold in our pursuit of excellence, to lead in digital transformation and future skills, and to champion equity and community impact. Our five strategic ambitions set out a clear and compelling vision: to be a beacon of exceptional teaching and support; to secure lifelong learning opportunities; to pioneer innovation through culture and inclusion; to empower through communication and collaboration; and to build a financially sustainable, environmentally responsible anchor institution.

This plan is not just about what we will do; it is about who we are becoming. It reflects our shared values, our commitment to transformative learning, and our belief in the power of education to change lives and communities.

We invite all our stakeholders to join us on this journey. Together, we will shape a future where every learner thrives, every voice is heard, and every ambition is realised.

**Dr Rebecca Gater**
Principal and Chief Executive

**Paul Assinder**
Chair of Corporation

# Our Campuses

## Blossomfield Campus

Blossomfield Campus stands as a flagship destination for learning, innovation, and learner achievement. Purpose-built to deliver an exceptional educational experience, the campus combines cutting-edge technology with inspiring environments that prepare learners for success in a rapidly evolving world.

Learners benefit from state-of-the-art facilities designed to replicate real-world industry standards. Advanced technological learning spaces include an AI Lab, an Esports Lab, and a dedicated CISCO Networking Lab - equipping learners with future-ready skills in high-demand sectors. Beyond technology, Blossomfield offers award-winning specialist centres such as the Animal & Land Management Centre and the Health & Care Skills Suite, ensuring practical, hands-on training that mirrors professional practice.

Creativity thrives at Blossomfield through purpose-designed spaces including a photography studio and darkroom, Mac suites, and fully equipped TV and podcast studios. The Aspire Make-Up Studio and modern science laboratories further enrich the learning experience, fostering innovation and technical expertise across diverse disciplines.

Supporting holistic development, the campus goes beyond academics to promote wellbeing and personal growth. Learners have access to a fully equipped gym, library, a welcoming refectory, commercial hair and beauty salons, and more, creating a vibrant community atmosphere. Every detail of Blossomfield Campus reflects our unwavering commitment to excellence, ensuring learners are inspired, empowered, and ready to shape the future.

Around 64% of our learners study at Blossomfield Campus.

| Faculty: Service Industries | Faculty: STEM | Faculty: Creative and Foundation |
|---|---|---|
| Health & Science | Built Environment | Hair, Beauty & Travel |
| Sport & Public Services | Digital | Foundation Learning |
| Animal Welfare & Veterinary Nursing | | English & Maths |
| Business | | Creative Arts |
| Management & Professional | | |
| Early Years | | |

Solihull College & University Centre and Stratford-upon-Avon College

# Stratford-upon-Avon Campus

With Stratford-upon-Avon College's £13 million redevelopment project now complete, the campus has been transformed into a world-class learning environment designed to inspire, innovate, and empower.

At the heart of this transformation is a collection of state-of-the-art spaces that reflect the future of industry and learning. The brand-new TV and Radio studios provide cutting-edge resources for media and creative arts learners, while the striking new 'Green Heart' creates a vibrant central hub for collaboration and community.

Technical education has been elevated with modern plumbing and electrical workshops, alongside a pioneering Heating Pump Installation Training Facility - addressing critical skills gaps and supporting employers in the fast-changing world of sustainable heating technology.

Responding to the growing demand for electric vehicles, the Electric Vehicle Training Academy equips learners with the expertise needed for contemporary automotive careers. This forward-thinking provision ensures learners are prepared for the green economy and the evolving landscape of transport technology.

The redevelopment also includes significant upgrades to campus performance spaces, with a complete refurbishment of the two theatres - one of which is the first in the UK to be fully accessible for learners with mobility issues thanks to a bespoke steel control gantry. These enhancements underscore a commitment to inclusivity and excellence in the creative arts.

Complementing these specialist facilities are new social spaces, a modern café, and immersive learning environments that foster collaboration and wellbeing. Every detail of Stratford-upon-Avon College's transformation reflects our ambition to deliver outstanding education and future-ready skills.

Around 15% of our learners study at Stratford-upon-Avon College.

| Faculty: Service Industries | Faculty: STEM | Faculty: Creative and Foundation |
|---|---|---|
| Sport & Public Services | Motor Vehicle | Foundation Learning |
| Business | Computing | English & Maths |
| Early Years | Construction | Creative Arts |
| Health | | Theatrical Make-up |

# Woodlands Campus

Located in the heart of North Solihull, Woodlands Campus is a dynamic centre for technical education and skills development.

As a specialist STEM hub, technology-focused facilities are prevalent across the campus. At the core of our engineering provision is a dedicated aircraft hangar, an unrivalled investment that provides learners with an authentic environment for hands-on training. This unique facility is enhanced by a BAe Jetstream T Mk2 training aircraft and a full Boeing 737 flight simulator, creating a learning experience that mirrors real-world aviation standards.

Further specialisms include robotics, automation, material testing, and CAD, alongside a newly established PEMD (Power Electronics, Motors and Drives) laboratory funded through the Local Skills Improvement Fund.

Construction learners also benefit from exceptional facilities designed to replicate industry environments. This includes two newly developed electrical installation workshops to meet growing demand in domestic, commercial, and industrial sectors, as well as dedicated workshops for bricklaying, plastering, painting and decorating, and carpentry. To address the increasing need for skilled bricklayers and support major infrastructure projects across the West Midlands, additional investment is planned to further enhance capacity.

Motor Vehicle learners train in three industry-standard workshops, supported by a fully-equipped MOT testing centre and a dedicated electric and hybrid vehicle workshop - advancing sustainability and reinforcing the UK's commitment to reducing emissions.

Complimenting the state-of-the-art STEM facilities, Woodlands also boasts a brand-new immersive digital classroom, industry-standard hair salons, a health and care skills lab, library, and a range of learner-focused spaces designed to help learners thrive.

Around 21% of our learners study at Woodlands Campus.
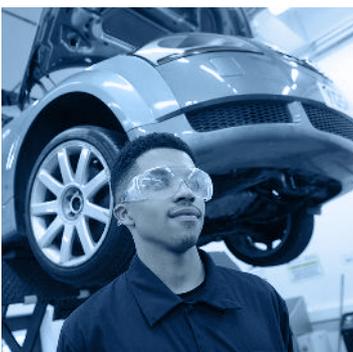
| Faculty: Service Industries | Faculty: STEM | Faculty: Creative and Foundation |
|---|---|---|
| Health & Science | Engineering (including Aerospace Engineering) | Foundation Learning |
| Early Years | Construction | English & Maths |
| | Motor Vehicle | Hairdressing & Barbering |

Solihull College & University Centre and Stratford-upon-Avon College

# Mission, Vision, Purpose and Values

## Mission

To ignite ambition, nurture talent, and empower every learner to shape their future with confidence and creativity.

## Vision

To be the leading force in inclusive, innovative education, where learners thrive, communities grow, and bold ideas become reality.

## Purpose

We exist to inspire learning, champion equity, and lead innovation, so that every learner, stakeholder and community we serve can thrive.

## Values

Our guiding principles are a commitment to be:

INSPIRING • RESPECTFUL • COLLABORATIVE • CARING • INNOVATIVE • RESPONSIBLE

# OUR CORE VALUES

### INSPIRING
**Motivating others to excel**
We recognise and celebrate achievement, and empower staff and learners to exceed their perceived potential.

### INNOVATIVE
**Transforming our ideas**
We seek continuous improvement, and use innovation to adapt to change.

### COLLABORATIVE
**Working together to achieve shared goals**
We operate as one team, valuing the contribution each of us makes.

### CARING
**Making a difference**
We care about the wellbeing of our staff, learners and communities by trusting, listening to, engaging with and supporting each other.

### RESPONSIBLE
**Making things happen**
We are open, honest, and take full responsibility, individually and collectively, for our decisions, actions, performance and results.

### RESPECTFUL
**Welcoming others into our college community**
We celebrate difference and diversity. We value others and recognise that their thoughts and feelings are as important as our own.

# Operational Pillars

**The strategic ambitions are underpinned by these operational pillars:**

**Quality and Learner Experience**

**Curriculum and Skills**

**Partnerships**

**People and Culture**

**Finance and Resources**

**Innovation and Transformation**

**Communication**

# Strategic Ambitions

**1**

### Be a Beacon of Excellence in Teaching and Holistic Support

Deliver consistently exceptional teaching and wraparound support that empowers every learner to thrive and achieve their educational goals. Set bold expectations for behaviour, attendance, and achievement. Build a culture of pride and high standards, underpinned by investment in staff development, delivered by an expert workforce who take pride in their craft and are committed to educational excellence.

**2**

### Secure Educational Opportunities and empower fulfilling Careers – For Life

Establish Solihull College & University Centre as the lifelong learning destination for individuals and employers. Offer flexible, future-focused pathways that support progression, reinvention, and career fulfilment throughout working lives. Lead in future skills development through industry-aligned curricula and clear routes to employment, apprenticeships, and further study. Drive regional prosperity by helping people thrive in their careers and communities. Strengthen collaboration across teams, employers, and civic partners to maximise impact, cohesion, and local pride. Champion staff expertise, wellbeing, and recognition to nurture a professional workforce that inspires excellence.

**3**

### Pioneer Innovation through Culture, Inclusion and Digital Transformation

Embrace bold thinking to lead digital transformation, the use of AI, and emerging technologies. Streamline systems and processes through automation and intelligent technologies to improve efficiency, productivity, and user experience. Cultivate a values-led culture that champions equity, wellbeing, and belonging, creating an inclusive environment where creativity and curiosity flourish. Be bold in eliminating barriers and closing gaps, ensuring every learner and staff member feels seen, supported, and celebrated.

**4**

### Empower Through Communication, Collaboration and Shared Purpose

Foster a culture of transparent, purposeful communication that drives trust, performance, and continuous improvement. Ensure learners, staff, and stakeholders are informed, engaged, and heard, through clear roles, shared accountability, and feedback mechanisms. Champion collaboration across the College and with external partners to build a united, high-performing organisation rooted in shared values, civic pride, and deep community connection.

**5**

### Build a Financially Sustainable, Environmentally Responsible, Anchor Institution

Secure long-term sustainability through strategic partnerships, diverse income streams, and sound financial management. Lead the sector in environmental responsibility by embedding net zero targets, sustainable practices, and climate-conscious decision-making. Invest in future-ready infrastructure and systems that support growth and resilience. Be a bold, inclusive anchor institution, deeply connected to its communities and driving opportunities, inclusion, and long-term regional success.

# Ambition 1

## Be a Beacon of Excellence in Teaching and Holistic Support

Deliver consistently exceptional teaching and wraparound support that empowers every learner to thrive and achieve their educational goals. Set bold expectations for behaviour, attendance, and achievement. Build a culture of pride and high standards, underpinned by investment in staff development, delivered by an expert workforce who take pride in their craft and are committed to educational excellence.

### Quality and Learner Experience

- Ensure all teaching is unmissable through highly effective teacher training and continuing professional development, underpinned by robust quality assurance.
- Embed personalised wraparound support (academic, wellbeing, careers) that demonstrably improves learner outcomes and progression.
- Use learner voice systematically to co-create improvements in teaching, support, and enrichment.
- Secure achievement rates which exceed national benchmarks across all provision types
- Reduce gaps in achievement and progression for underrepresented or disadvantaged groups, and across curriculum areas.
- Set and promote high expectations for professional behaviours and attendance, embedding these standards across teaching, support, and enrichment to prepare learners for the world of work.

### Curriculum and Skills

- Design and deliver a curriculum that is ambitious, inclusive, and aligned to local and national skills needs, with clear progression pathways.
- Ensure every programme includes embedded employability, digital, and sustainability skills.
- Expand high-quality technical and professional routes, including T Levels, HTQs, degree level programmes and apprenticeships.
- Regularly review curriculum design to ensure learners gain the knowledge, skills and behaviours they need to be successful in the future.

### Partnerships

- Strengthen strategic partnerships with employers, universities, and community organisations to co-design curriculum and provide real-world learning opportunities.
- Increase employer engagement in curriculum planning, work experience, and mentoring.
- Collaborate with schools and other providers to support smooth transitions and reduce NEET rates.
- Position the College as a civic anchor through active involvement in local regeneration and skills strategies.

### People and Culture

- Invest in staff development, coaching, and mentoring to build expertise and confidence.
- Recognise and celebrate excellence in teaching and learner support across all roles.
- Foster a culture of pride, professionalism, and shared responsibility for learner success.
- Reduce the impact of staff absence on learners through proactive attendance management, improved cover strategies, and early support interventions.
- Strengthen accountability and performance by embedding clear expectations and robust performance management processes.
- Implement a targeted recruitment and retention strategy to reduce agency reliance and attract talent to hard-to-fill roles, particularly in STEM.

### Finance and Resources

- Invest in high-quality learning environments and digital infrastructure that support exceptional teaching and support.
- Develop and implement a rolling three-year curriculum plan that anticipates future skills needs, supports strategic growth areas, and ensures the College remains agile and responsive to emerging opportunities and challenges.
- Respond to new funding and growth opportunities.

### Innovation and Transformation

- Embrace digital tools and emerging pedagogies to enhance learner engagement and outcomes.
- Embed a culture of innovation in teaching, support, and operations through experimentation and reflective practice.
- Use data and learner insight intelligently to personalise learning and improve retention and achievement.
- Pilot and scale new models of delivery, such as hybrid learning, micro-credentials, or AI-assisted support.

### Communication

- Ensure learners receive clear, timely orientation to support services.
- Strengthen communication between staff and learners around careers guidance, academic progress, and expectations.
- Strengthen internal communication to ensure staff are well-informed and updated, so they can contribute to improving the learner experience and customer service.
- Reinforce learner-centred decision-making by clearly communicating expectations and holding staff accountable for putting learners first.
- Improve communication with parents and carers to build shared responsibility for learner success through timely updates on performance and expectations.
- Enhance communication with learners to ensure they understand what is expected of them at every stage of their journey, keeping parents informed along the way.

# Ambition 2

## Secure Educational Opportunities and empower Fulfilling Careers — For Life

Establish Solihull College & University Centre as the lifelong learning destination for individuals and employers. Offer flexible, future-focused pathways that support progression, reinvention, and career fulfilment throughout working lives. Lead in future skills development through industry-aligned curricula and clear routes to employment, apprenticeships, and further study. Drive regional prosperity by helping people thrive in their careers and communities. Strengthen collaboration across teams, employers, and civic partners to maximise impact, cohesion, and local pride. Champion staff expertise, wellbeing, and recognition to nurture a professional workforce that inspires excellence.

### Quality and Learner Experience

- Ensure all learners experience high-quality, personalised support that enables progression, career transitions, and long-term success.
- Embed career planning and employability skills throughout the learner journey, from pre-entry to alumni engagement.
- Use destination information and graduate outcomes data to continuously ensure the curriculum is relevant and future focused.
- Innovate in learner support to remove barriers and widen participation across all ages and provision.

### Curriculum and Skills

- Design flexible, modular, stackable curriculum pathways that support lifelong learning and career transitions.
- Align curriculum to regional and national skills priorities, including green, digital, and health sectors.
- Expand adult, higher technical, and professional education to meet the needs of individuals and employers across all life stages.
- Develop and scale flexible learner support and delivery models, including remote, hybrid, evening, weekend, and bite-sized learning.

### Partnerships

- Strengthen collaboration with employers, civic partners, and education providers to co-create pathways to employment and further learning.
- Position the College as a key driver of regional prosperity through skills development, social mobility, and community engagement.
- Develop shared initiatives with partners that address local challenges and celebrate local pride.

### People and Culture

- Champion staff expertise, wellbeing, and recognition by investing in high-quality CPD, embedding digital capability into recruitment, and creating a culture that values collaboration, celebrates success, and supports staff to thrive throughout their careers.

- Embed a strong culture of performance and accountability by setting clear expectations, using robust performance management processes, and ensuring all staff take ownership of learner outcomes and professional standards.
- Foster cross-team collaboration and shared purpose to maximise impact and cohesion across the College, aligned to the mission of supporting lifelong learning and career fulfilment.

### Finance and Resources

- Ensure financial sustainability while investing in lifelong learning infrastructure, including digital platforms and adult learning spaces.
- Ensure external funding and partnerships to support curriculum innovation and community-focused provision are viable and accounted for appropriately.
- Align resource planning to support growth in adult, higher-level, and employer-responsive learning.

### Innovation and Transformation

- Use data and insight to anticipate learner needs and shape future provision.
- Ensure careers-related communication is clear, consistent, and accessible, helping learners understand expectations, progression routes, and career relevance.

### Communication

- Promote the College as a lifelong learning destination through targeted campaigns and community engagement.
- Communicate clear progression routes and career outcomes to learners, parents, and employers.
- Celebrate learner and staff success stories that reflect the College's impact on lives and communities.
- Ensure careers-related communication is clear, consistent, and accessible, helping learners understand expectations, progression routes, and career relevance.

# Ambition 3

## Pioneer Innovation through Culture, Inclusion and Digital Transformation

Embrace bold thinking to lead digital transformation, the use of AI, and emerging technologies. Streamline systems and processes through automation and intelligent technologies to improve efficiency, productivity, and user experience. Cultivate a values-led culture that champions equity, wellbeing, and belonging, creating an inclusive environment where creativity and curiosity flourish. Be bold in eliminating barriers and closing gaps, ensuring every learner and staff member feels seen, supported, and celebrated.

### Quality and Learner Experience

- Embed inclusive, digitally enhanced learning experiences that foster creativity, curiosity, and a strong sense of belonging.
- Use intelligent technologies and learner analytics to personalise support, close attainment gaps, and improve outcomes.
- Ensure all learners feel seen, supported, and empowered to thrive, regardless of background or starting point.

### Curriculum and Skills

- Integrate digital, AI, and emerging technologies across all curriculum areas to prepare learners for the future world of work.
- Embed equity, sustainability, and inclusive practice into curriculum design and delivery.
- Develop interdisciplinary learning opportunities that encourage innovation, problem-solving, and social responsibility.

### Partnerships

- Collaborate with tech, civic, and community partners to co-create inclusive, future-focused learning opportunities.
- Engage employers in shaping inclusive digital skills pathways that reflect real-world needs and reduce barriers to access.
- Work with regional partners to tackle digital exclusion and promote inclusive economic growth.

### People and Culture

- Foster a values-led culture of inclusion, wellbeing, and innovation, where all staff feel empowered, supported, and celebrated.
- Champion staff expertise and digital confidence through targeted CPD, coaching, and opportunities to lead innovation.
- Embed digital capability and inclusive practice into recruitment and induction to attract and retain a diverse, future-ready workforce.
- Strengthen performance and accountability by setting clear expectations, using robust performance management, and ensuring all staff contribute to a culture of high standards and continuous improvement.

### Finance and Resources

- Invest in digital infrastructure and intelligent systems that streamline processes and enhance user experience.
- Ensure resource planning supports inclusive access to technology and learning spaces.
- Maximise efficiency and impact through automation and data-informed decision-making.
- Allocate resources (time and money) for staff development and systems implementation to support digital transformation.

### Innovation and Transformation

- Lead digital transformation across the College, embedding AI, automation, and smart systems where they add value.
- Pilot and scale innovative delivery models, such as hybrid learning, immersive technologies, and micro-credentials.
- Use data and insight to drive continuous improvement and anticipate future needs.

### Communication

- Promote a culture of openness and inclusion through clear, accessible, and value-driven communication.
- Use digital platforms to enhance engagement and ensure all voices are heard, especially those of learners and underrepresented groups.
- Communicate clearly how future skills are embedded in the learner journey, building confidence and aspiration.

# Ambition 4

## Empower Through Communication, Collaboration and Shared Purpose

Foster a culture of transparent, purposeful communication that drives trust, performance, and continuous improvement. Ensure learners, staff, and stakeholders are informed, engaged, and heard, through clear roles, shared accountability, and feedback mechanisms. Champion collaboration across the College and with external partners to build a united, high-performing organisation rooted in shared values, civic pride, and deep community connection.

### Quality and Learner Experience

- Ensure learners are well-informed, engaged, and supported through clear communication, timely feedback, and consistent messaging across all touchpoints.
- Use learner voice and feedback mechanisms to drive continuous improvement and strengthen trust in the learner experience.
- Embed shared accountability for learner outcomes across all teams and services.

### Curriculum and Skills

- Promote collaborative curriculum design and delivery that reflects shared values and meets learner and employer needs.
- Use cross-departmental collaboration to embed transferable skills and civic engagement across programmes.

### Partnerships

- Strengthen communication and collaboration with external partners to build trust, shared purpose, and community impact.
- Engage stakeholders in shaping provision and curriculum & skills strategy, ensuring their voices are heard and valued.
- Promote civic pride and regional cohesion through joint initiatives and shared storytelling.

### People and Culture

- Promote civic pride and regional cohesion through joint initiatives and shared storytelling.
- Embed shared accountability and high expectations through robust performance management and clear communication of standards.
- Foster a sense of belonging by ensuring everyone feels informed, heard, and valued in their contribution to the College's mission.

### Finance and Resources

- Ensure resource planning is transparent timely and inclusive, enabling better decision-making and alignment to strategic priorities.
- Streamline systems and processes to improve efficiency and user experience, reducing duplication and enhancing collaboration.
- Invest in tools and platforms that support joined up working and clear communication across the organisation.
- Use stakeholder feedback to shape improvements in facilities, services, and sustainability practices.

### Innovation and Transformation

- Use digital tools to enhance collaboration and communication, both internally and with external stakeholders.
- Develop intelligent systems that support shared accountability, including dashboards, workflow tools, and feedback loops.
- Innovate in how teams work together, piloting new models of cross-functional collaboration and shared leadership.

### Communication

- Develop a clear, values-led internal communications strategy that informs, engages, and empowers staff and learners.
- Ensure all staff and learners understand their role in delivering the College's mission, through consistent messaging and shared language.
- Establish a strategic external communications approach that builds trust, strengthens stakeholder engagement, and promotes the College's impact, values and community role.
- Communicate clearly and consistently with learners to reduce confusion, build trust, and support engagement and success.
- Establish meaningful feedback loops that ensure all stakeholders feel heard and that their input informs service improvements.

# Ambition 5

## Build a Financially Sustainable, Environmentally Responsible, Anchor Institution

Secure long-term sustainability through strategic partnerships, diverse income streams, and sound financial management. Lead the sector in environmental responsibility by embedding net zero targets, sustainable practices, and climate-conscious decision-making. Invest in future-ready infrastructure and systems that support growth and resilience. Be a bold, inclusive anchor institution, deeply connected to its communities and driving opportunities, inclusion, and long-term regional success.

### Quality and Learner Experience

- Ensure learning environments reflect sustainability and accessibility standards, supporting wellbeing and learner pride.
- Embed environmental awareness and civic responsibility into the learner experience through curriculum, enrichment, and college-wide initiatives.

### Curriculum and Skills

- Integrate sustainability, climate literacy, and green skills across all curriculum areas.
- Expand provision in sectors that support environmental and regional resilience, such as renewable energy, construction, and health.
- Ensure curriculum pathways reflect local economic needs, supporting long-term career success and community impact.

### Partnerships

- Strengthen strategic partnerships with employers, civic bodies, and funders to diversify income and co-invest in regional priorities.
- Collaborate with community and environmental organisations to lead local sustainability initiatives and widen participation.
- Position the College as a civic anchor through joint projects that promote inclusion, opportunity, and regional prosperity.

### People and Culture

- Champion staff engagement in sustainability and community impact, embedding these values into professional development and recognition.
- Ensure recruitment and workforce planning reflect future infrastructure and curriculum needs, including green and digital capabilities.
- Embed shared accountability for financial and environmental performance, supported by clear expectations and robust systems.

### Finance and Resources

- Secure long-term financial sustainability through sound curriculum and financial planning, diverse income streams and strategic partnerships.
- Embed sustainability into capital planning, procurement, and operational decision-making.
- Innovate in sustainable 'SMART' campus design.
- Invest in resources to deliver green technologies and skills that position the College as a sector leader in environmental responsibility.
- Maximise value for money in all procurement and capital projects.
- Ensure financial sustainability through efficient resource management.

### Innovation and Transformation

- Use automation and intelligent systems to improve efficiency, reduce waste, and enhance user experience.

### Communication

- Promote the College's role as an anchor institution and sustainability leader through strategic storytelling and stakeholder engagement.
- Communicate transparently about financial and environmental performance, building trust and shared ownership.
- Celebrate community and staff contributions to sustainability and regional success.

# BOLD FUTURES

## STRATEGIC
# PLAN
## 2026-2028

**FEBRUARY 2026**

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