

Chichester College
Strategic Plan 2009/12

September 2010 revision

Vision

Changing lives through learning

Mission

To deliver outstanding opportunities for learning that:

- are responsive to the needs of individuals and employers, locally, nationally and internationally
- contribute significantly to the fulfilment of individual potential, employer success and economic and social well-being

Core Values

Teaching and Learning is our prime focus

We recognise that teaching and learning is the most important activity at Chichester College. It is the reason for the college's existence.

Commitment to excellence in all that we do

We believe in the promotion of a culture of high expectations (of students, of ourselves and of our colleagues), honest and rigorous self evaluation and continuous improvement. We search for best practice and strive to implement it.

Respecting and valuing all individuals

All students, staff and visitors have the right to be treated with respect, dignity and courtesy. We recognise that all individuals are unique, with their own specific needs, which we strive to meet. We value the college's prioritisation of learners. We recognise the importance of a "one staff" culture.

Providing opportunities for all

The college embraces fully the principles of widening participation and provides access to education and training for people of all backgrounds, abilities, ages, ethnic origins, religion, gender and sexual orientation.

Having a "can do" attitude

We believe in our ability to meet and respond to the challenges of an ever changing environment in a positive and proactive fashion

Operating with honesty and integrity

We believe in an ethical, honest and transparent approach to our dealings with students, staff, partners, stakeholders and the wider community

Critical Success Factors

- Designing and providing the right products (course, service, location, mode etc.) to the customer groups we wish to serve
- Marketing effectively to target markets
- Quality of teaching and learning
- Quality of support for students
- Continuous enhancement of staff capability, motivation and morale
- Effective HR strategies linked to organisational needs
- Financial strategies supporting delivery of high quality teaching and learning, development of the estate, and ongoing financial stability
- Development and use of technology
- Quality of resources to support teaching and learning
- Equality and diversity approaches which promote the inclusion of all students, support their needs, and maximise their potential
- Quality assurance and improvement framework which supports the drive to excellence and its maintenance
- Working with appropriate collaborative partners to support range and quality of provision

Strategic priority 1: Deliver outstanding teaching, training and learning which ensure the highest levels of success for all students

- Achieve outstanding performance in the delivery of teaching and learning
- Personalise all curriculum delivery and assessment
- Provide formal, supportive and accessible opportunities for students to contribute to decisions about teaching and learning development
- Embed the principles of equality and diversity in teaching and learning
- Expand opportunities for technology-enhanced and self-managed teaching and learning

Key Performance Indicators	Targets 2010/11
Overall success rate	▪ <i>6% above national average</i>
Value added	▪ <i>Minimum of 85% of students to achieve their target grade or above</i>
Implementation of Developmental Reviews for curriculum areas	▪ <i>100% completion</i>
Quality of teaching and learning	<ul style="list-style-type: none"> ▪ <i>90% student satisfaction rating</i> ▪ <i>85% of observed lessons graded good or better</i>
Student attendance	▪ <i>90% average attendance</i>

Supporting Plans

Quality Improvement and Development Plan
 Curriculum Area Plans
 Additional Support Area Plan
 ILT strategy / action plan

Strategic priority 2: Provide a broad, responsive, inclusive and relevant curriculum

- Maintain and develop a curriculum offer which:
 - provides a comprehensive, accessible and attractive academic and vocational curriculum for 14-19 year olds
 - supports the growth of 14-19 students in the College and contributes to raising 14-19 participation rates in the areas we serve
 - provides a work based learning route in every curriculum area
 - provides a curriculum for adult students which provides accessible, supportive and effective opportunities for lifelong learning
 - provides high quality specialist learning opportunities for students with learning difficulties and disabilities, complex social and psychological support needs, those with literacy and numeracy development needs, and for learners with Autistic Spectrum Condition
 - provides higher education pathways in each curriculum area
 - meets the needs of students and organisations in international markets
 - ensures that relevant and appropriate progression opportunities are available to all students at the point of completion of their course
 - addresses local, regional and national priorities
 - provides access and progression opportunities for students from all backgrounds and with all types of personal entry profile
 - embeds employability skills across all areas of curriculum provision
- Enhance the flexibility of time, location and mode of curriculum delivery to meet student and employer needs and support participation and achievement
- Develop collaborative arrangements with appropriate partners to ensure the provision of a curriculum offer of appropriate choice and quality, locally, regionally and internationally
- Ensure effective implementation of qualification and curriculum changes arising from the development of the Qualification and Credit Framework

Key Performance Indicators	Targets 2010/11
Quality of external partnerships	▪ <i>New partnerships formed with key MOG transition bodies</i>
Student recruitment	▪ <i>Achievement of recruitment targets for publicly funded provision</i>
Student retention	▪ <i>5% above national average</i>
Student progression	▪ <i>10% increase in student progression between levels of provision</i>

Supporting Plans

- Quality Improvement and Development Plan
- Curriculum Area Plans
- Work-based Learning Plan
- PCDL Curriculum Area Plan
- SLDD Area Plan
- Additional Support Plan
- HE Strategy and HE Curriculum Plan
- International Business Plan
- QCF Implementation Plan

Strategic priority 3: Provide outstanding responsiveness to and engagement with employers and the wider community	
<ul style="list-style-type: none"> ▪ Expand the range and volume of services to employers ▪ Expand services to support unemployed individuals in developing their skills and securing jobs ▪ Expand services to support the development needs of home based businesses ▪ Contribute significantly to the enhancement of the skills base of local and regional labour markets to support local and regional economic development ▪ Expand strategic partnerships which support the development and penetration of international markets ▪ Extend quality and depth of the college's engagement with local and regional communities ▪ Consolidate and further develop the partnership with the University of Chichester, in order to: <ul style="list-style-type: none"> ▪ support the design and delivery of Chichester College's HE curriculum ▪ widen participation in HE locally and regionally ▪ meet the needs of employers for higher level learning and skills development ▪ support economic development in West Sussex ▪ provide supportive and effective local FE/HE progression routes ▪ meet the demand in international markets for higher education courses in-country, in the UK and for integrated FE/HE learning routes ▪ Work effectively with the community to give access to learning and resources which meet local needs and enhance social cohesion 	

Key Performance Indicators	Targets 2010/11
Employer satisfaction	▪ <i>90% satisfaction rating</i>
Engagement with employers	▪ <i>5% increase in number of employers engaging with the college</i>

Supporting Plans
<ul style="list-style-type: none"> ▪ WBL Area Plan ▪ HE Strategy and Curriculum Plan ▪ AimHigher Action Plan ▪ Community Cohesion Strategy

Strategic priority 4: Deliver a vibrant and comprehensive student experience
<ul style="list-style-type: none"> ▪ Equip students with the personal and vocational skills, knowledge and awareness that will equip them for employment, lifelong learning, and good citizenship ▪ Offer a varied enrichment curriculum to encourage the development of the whole person, and to enhance individual student well-being ▪ Enhance the arrangements for students to influence and participate in decisions which affect their experience at college ▪ Instil an ethos of the college as learner-centred, with a focus on high achievement and high expectations ▪ Deliver high quality support for all students at all stages in the student journey ▪ Provide the highest quality care for all students, with enhanced arrangements to protect children and vulnerable adults ▪ Provide a learning environment that values and provides equality of treatment and opportunity and values diversity ▪ Develop a positive health and safety culture throughout the college

Key Performance Indicators	Targets 2010/11
Quality of student support services	▪ <i>90%+ satisfaction rating</i>
Quality of enrichment opportunities	▪ <i>90%+ satisfaction rating</i>
Participation in enrichment activities	▪ <i>10% increase in participation of full time 16-18 year old students</i>
Student impact on provision and nature of experience at college	▪ <i>90%+ student satisfaction rating for college response to feedback</i>

Supporting Plans
<ul style="list-style-type: none"> ▪ Curriculum Area Plans ▪ Every Student Matters Action Plan ▪ Quality Improvement and Development Plan ▪ Student Support Area Plan ▪ AimHigher Action Plan

Strategic priority 5: Recruit and retain a highly qualified, professional, motivated and valued workforce

- Recruit and retain an inspirational, diverse workforce, which subscribes to the Chichester College culture and values
- Implement a staff development framework that:
 - supports College priorities, ensures that all staff are equipped with the knowledge, skill, abilities and attitudes the deliver the strategic aims
 - trains and develops staff to industry standards - ensuring they are appropriately qualified and experienced in their areas of work
 - supports staff to be engaged fully with the equality and diversity agenda
 - enhances the College’s leadership and management capability
 - continues to develop effective staff teams
 - encourages and supports staff to reach their full potential and enhance their career development
 - ensures high levels of e-maturity
- Implement an approach to succession planning which enhances internal career progression, and supports the continuity of the College’s management and staff capability
- Review and develop the resources and support structures required to assist staff in carrying out their duties
- Implement a knowledge management strategy to support the development of staff capability and organisational excellence
- Enhance staff contribution to decision making and planning
- Develop further strategies to recognise and reward excellence
- Deliver the national workforce skills strategy for FE

Key Performance Indicators	Targets 2010/11
Staff satisfaction	<ul style="list-style-type: none"> ▪ <i>5% increase in number of staff expressing commitment to college’s vision, values and culture of excellence</i>
Sickness absence	<ul style="list-style-type: none"> ▪ <i>short term sickness below 4,800 days</i>
Turnover of new staff	<ul style="list-style-type: none"> ▪ <i>less than 68 leavers from group of staff with less than 3 years’ service</i>
Staff capability	<ul style="list-style-type: none"> ▪ <i>Delivery of CPD programme to enable staff to respond to the “new” environment</i> ▪ <i>Evaluation of impact of CPD programme (positive impact)</i> ▪ <i>100% of teachers to be</i>

	<i>professionally qualified, or working towards qualification, at appropriate level for their role</i>
--	--

Supporting Plans

- | |
|--|
| <ul style="list-style-type: none">▪ HR Strategy and Operational Plan▪ Professional Development Plan▪ Equality and Diversity Action Plan▪ Leadership and Management Development Programme▪ Knowledge Management Strategy and Action Plan▪ Teacher Education Curriculum Area Plan |
|--|

Strategic priority 6: Achieve and sustain strong finances, with outstanding resource management and value for money
<ul style="list-style-type: none"> ▪ Achieve year on year operating surplus targets ▪ Achieve annual participation and funding targets ▪ Ensure that priorities are supported, and the business of the college delivered, through responsible, sound financial management ▪ Ensure that resources are acquired and allocated in accordance with the achievement of best value for money

Key Performance Indicators	Targets 2010/11
Budget surplus	▪ <i>4% of turnover</i>
Income targets	▪ <i>achieve funding targets for publicly funded provision</i>
Supporting Plans	
<ul style="list-style-type: none"> ▪ Annual budget ▪ Curriculum Area Plans ▪ Business Plans ▪ Value for Money Strategy 	

Strategic priority 7: Enhance the estate, facilities and resources to support the curriculum and meet the needs of students, staff, customers and the wider community

- Develop a revised capital strategy to meet the current and future needs of curriculum delivery and support services
- Develop the College’s physical environment in order to create:
 - welcoming, safe, accessible learning and social environments for students
 - a teaching, learning and work environment that stimulates and inspires our students and staff
 - teaching and learning spaces which meet changing patterns of education and training, are flexible in use and responsive to the needs of students and the curriculum
 - industry standard real work learning and assessment environments
 - “technology rich” learning spaces
 - healthy, safe and well resourced office and other work environments for staff
- Develop approaches to sustainable resource management and the adoption of environmentally friendly practices, designed to decrease the College’s environmental footprint
- Develop systems which ensure that the information needs of managers and other staff are met and information is used effectively to benefit students and their success
- Provide a healthy and safe environment at all times in all parts of the college’s estate
- Design and implement an approach to the creation and sharing of learning resources which supports the development of their quality and more efficient and effective use of staff time

Key Performance Indicators	Targets 2010/11
Capital strategy	▪ <i>Completion and approval by governing body</i>
Quality of resources and learning environment	▪ <i>90%+ student satisfaction</i>

Supporting Plans

- Capital Plan
- Estates and Facilities Area Plan
- Maintenance Plan
- Information Services Area Plan
- Registry Area Plan
- Knowledge Management Strategy and Action Plan

Strategic priority 8: Promote, enhance and embed a culture of equality and diversity in all aspects of the College's operation

- Create an environment which tackles and eliminates discrimination and promotes equality and diversity
- Further develop and implement services and facilities that provide an environment that is accessible for all members of the college's community
- Ensure that all students are enabled to achieve their full potential, irrespective of gender, age, race, ethnicity, religion, disability and sexual orientation
- Ensure that the concepts of equality and diversity informs all policies, practices and procedures, including teaching and learning
- Continue to raise awareness of equality and diversity issues, with particular attention to their promotion and embedding
- Deliver the equality and diversity action plan
- Identify and close any achievement gaps for specific categories of students
- Ensure that all college policies and procedures are assessed for their equality and diversity impact

Key Performance Indicators	Targets 2010/11
Performance of different categories of students	<ul style="list-style-type: none"> ▪ <i>Success rates for all categories of student at least in line with national averages for respective categories</i> ▪ <i>Difference between success of different categories of students to be less than 2%</i>
Student perception of being treated fairly and being valued	<ul style="list-style-type: none"> ▪ <i>90%+ student satisfaction rating</i>

Supporting Plans

- Equality and Diversity Action Plan
- Quality Improvement and Development Plan
- Curriculum Area Plans

Strategic priority 9: Achieve sustainable, profitable growth through a diverse group of income streams

- Diversify the college's major income streams, so that the percentage coming from traditional FE work is balanced by commercial and contractual income
- Identify, evaluate and action education and training opportunities that enable appropriate growth
- Search for strategic partnerships, acquisitions or federations that enable growth and economies of scale
- Expand into new sectors, new technologies and new geographies
- Develop the management capabilities required to manage acquisition or merger activity

Key Performance Indicators	Targets 2010/11
Proportion of income generated from non- mainstream FE and HE sources	▪ 50%
Create profitable income from new projects	▪ 2 new projects

Supporting Plans

- Corporate Sales Business Plan
- WBL Business Plan
- International Business Plan