

# STRATEGIC PLAN 2020 - 2023



## About City College:

- City College Southampton is the only city centre college in Solent LEP and has been serving the Southampton and neighbouring areas since 1952.
- City College specialises in delivering professional, technical and creative career focused education for students and apprentices from the age of 16 up. It
- Our courses teach young people to prepare for their future and to be ready for their next step, whether that is into an apprenticeship, into university or into full-time work.
- Our courses develop adults' skills to improve their career prospects or to retrain into a new career and in doing so we provide employers with the skilled workforce that they need to be successful and productive organisations.
- The courses offered respond to the priorities of the city of Southampton and to the wider Solent LEP. The College has particular specialisms in Health, Hospitality, Culture, Civil Engineering and Construction, Engineering and Marine.
- We educate and train 4,000 people a year
  - 1100 are young people on Study Programmes
  - 450 are apprentices
  - 200 are studying university level courses
  - 2000 are adults taking part-time courses
- The college has a well-equipped, modern campus and a specialist Marine Skills Centre. £48m was invested in the redevelopment of the campus from 2005 to 2011.

## **Our Mission:**

We provide excellent career-focused learning which prepares our students and apprentices to succeed at work and in life

## **Our Vision:**

City College aspires to be a college which is recognised as:

- Expert in career-focused education and training
- First choice for career-focused education for students, apprentices, parents and employers
- A key partner in the development of skills in Southampton and the Solent
- Outstanding in all that we do

## **Our Core Values**

- **Learning**, is the heart of all we do
- We strive for **success**
- We **aspire** for everyone to achieve their full potential
- We share our **good ideas** with each other
- We treat each other with **respect** and **dignity**
- We **celebrate** our successes

## Our Strategic Objectives

### 1. Outstanding teaching, learning and assessment that prepares students and apprentices for a successful future

- Give all students an outstanding opportunity to succeed
- Deliver consistently good or better teaching, learning and assessment in all subjects and at all levels
- Continually reinforce the relevance and importance of English and maths proficiency to students and apprentices, so that they appreciate the contribution this will make to success in their learning, their progression and their future
- Deliver employability activities consistently well across the college to ensure that students have the skills employers want
- Enrich students' and apprentices' learning through well planned and integrated digital learning

Key Performance Indicators	Evidence	When and where reported?	Timescale
Qualification Achievement Rates by Age are above FE National Averages	National Achievement Rate Tables	Annually, autumn term	By 2023
Over 90% of students recommend their course	Student Survey results	Annually, summer term	Each year
Over 90% of students agree they made progress in year	Student Survey results	Annually, summer term	Each year
The College to achieve an Ofsted Good grade	Ofsted Report	After full inspection Interim progress through annual SAR	By 2023

## 2. A Life Enhancing Student Experience

- Ensure that all students, and especially children and vulnerable adults, are safe
- Plan and deliver an excellent student experience, informed by an inclusive Student Voice process
- Provide excellent information, advice and guidance about the college's courses to prospective students
- Deliver a rounded careers and progression programme, to prepare students for their future
- Support students' and apprentices' mental health and well-being

Key Performance Indicators	Evidence	When reported?	Timescale
At least 95% of students agree they feel safe at College	Student Survey results	Annually, summer term	Each year
Over 90% of students have a progression plan	College Advantage system	Each Board meeting in spring and summer terms	Each year
Over 90% of Level 2 and 3 students undertake work experience or Industrial Placement	College Advantage system	Each Board meeting in spring and summer terms	Each year
Over 80% of university applicants (UCAS) are successful in securing a place	UCAS placement report	Annually, autumn term	Each year

**3. Provide employers with skilled new workers and support them to improve their employees' skills**

- Engage with local and regional businesses to ensure that the College is meeting and anticipating future skills needs
- Consistently involve employers in the design of new courses and in the choice of content within programmes to ensure that this meets sector needs
- Provide high quality apprenticeships in priority technical and professional areas
- Deliver services in partnership with the City Council and DWP that support unemployed or NEET adults, to prepare or retrain for work

Key Performance Indicators	Evidence	When reported?	Timescale
Overall apprentice achievement rate to be above the national average	National Achievement Rate tables	Monthly progress Annual outcome autumn	Each year
Achieve budgeted apprenticeship income	Management Accounts	Monthly	Each year
Increase by 10% the number of courses run for DWP	College Advantage System	Board meetings	Each year

**4. Develop a college community that is a great place to work**

- Promote a consistent culture of openness, trust, inclusion and continuous improvement
- Support all colleagues to reach their full potential
- Promote a culture of health and well-being
- Attract and retain a diverse mix of colleagues who reflect the community we serve
- Ensure that colleagues feel valued and recognised for their performance and contribution to the success of the college

Key Performance Indicators	Evidence	When reported?	Timescale
90% (or more) of employees are proud to work at City College	Employee Survey results	Autumn term	By 2023
80% (or more) of employees agree they have the opportunity to progress	Employee Survey results	Autumn term	By 2023
Average number of sickness days/person is below 5.5 days	HR records	Monthly	Each year
Staff diversity is more reflective of the city's population	HR records	Termly	By 2023
Employee Turnover is below sector average	HR Records	Monthly	Each year

**5. Achieve robust and sustainable financial health**

- Manage the College cost-effectively and make progress towards sector benchmarks for financial health measures e.g. pay to income ratio
- Increase numbers of 16-18 students and plan for growth opportunities as policy and funding allows e.g. Adult Skills
- Maintain effective financial management and control
- Develop an Estate Strategy to ensure full utilisation and cost-effective use of the campuses

Key Performance Indicators	Evidence	When reported?	Timescale
Annual budget is achieved	Management accounts	Each board meeting	Annually
Manage staff pay/income ratio to budget or better	Management accounts	Each board meeting	Annually
16-18 student applications rise in line with demographics	Monthly Marketing Reports	Each board meeting	By 2023
Achieve all of annual AEB allocation	Management accounts	Each board meeting	Annually

**6. Work collaboratively to ensure a strong further education offer for Southampton and surrounding areas**

- Create a sustainable future for Further Education in Southampton to ensure that the city and neighbouring areas have the high quality further education provision that is required
- Maintain strong, positive relationships with Southampton secondary schools, universities and the City Council Education and Skills teams to ensure our provision meets city needs

Key Performance Indicators	Evidence	When reported?	Timescale
Work collaboratively on a sustainable future for City College	Board Strategic Updates	Each board meeting	Annually
Maintain strong and positive stakeholder relationships across the City	Principal's reports to Board	Each board meeting	Annually

**Supporting Strategies:**

The achievement of these objectives is supported by key areas, including:

**Teaching and Learning:**

- Teaching and Learning
- Higher Education
- English and Maths
- Apprenticeships

**Resources:**

- Estates
- Finance
- Human Resources
- Information Technology
- Student Recruitment

**Monitoring:**

The Board monitors achievement of the Strategic Plan through the Key Performance Indicators (KPIs) which are presented at each Board meeting.

**Approval:**

This plan was agreed by the Corporation Board on 14<sup>th</sup> December 2020, it is reviewed and updated annually. The next review will be November 2021.