

SKILLS FOR THE FUTURE

**A STRATEGIC
PLAN FOR
COVENTRY
COLLEGE
2024-27**



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Make it
Coventry
College

COVENTRY COLLEGE





CEO & PRINCIPAL FOREWORD

THE NEXT EXCITING STEP TOWARDS A SUSTAINABLE FUTURE

This Strategic Plan marks a new era for Coventry College. We have been on an incredible turnaround journey throughout the life of the previous Strategic Plan and have much to celebrate.

Our learner results and recruitment are the best they have ever been as a combined college; we have grown our curriculum offer; we have invested millions of pounds in the City campus, with plans to invest millions more; we are recognising and rewarding our colleagues with annual cost of living increases; we are bank debt free and generating a cash surplus. This Strategic Plan builds upon those strengths with a clear focus on further developing our successful college.

Our new plan aims to meet the needs of our key strategic partners to include the West Midlands Combined Authority (WMCA), the Education and Skills Funding Agency (ESFA), Coventry Local Authority and key representative sectors on our Skills for the Future Boards, for example, the Integrated Care Board (ICB), Construction, Engineering, Retrofit and Electrical.

We aim to ensure that our learners are 'work ready' and develop those wider skills, leading to positive and sustained employment, providing wraparound support for both young people and adults supporting their health, resilience and emotional wellbeing.

To achieve the Plan we endeavour to continuously improve our service and aspire to be 'an employer of choice', focusing on recruitment and retention and the health, wellbeing and development of our staff which impacts positively on the learner experience and reputation of Coventry College.

Throughout the life of the Plan, for those industries where it is relevant, we will explore technologies and practices that will guide us towards more sustainable practice and prepare our learners for the digital world of the future.

Carol Thomas
Principal and Chief Executive
Coventry College

CHAIR FOREWORD



A COLLEGE THAT COVENTRY CAN BE PROUD OF AND A FUTURE FULL OF SUCCESS FOR OUR LEARNERS

On behalf of the Board of Governors, College Executive and our community of colleagues, learners and close partners, I am proud to share with you our strategic vision and plans for the next steps in our journey as a key institution for the City of Coventry.

Our mission is to create opportunities for our learners which take them above and beyond their programmes of learning, into jobs, careers and futures that meet their expectations and our aspirations for them.

Our strategic priorities, which build on the significant progress made across the organisation in recent years, will continue to drive our day-to-day activities and annual plans. Each of our board members is committed to their role in developing a successful and sustainable college for the future of Coventry, and our passion is shared by a team of industry and sector specialist staff.

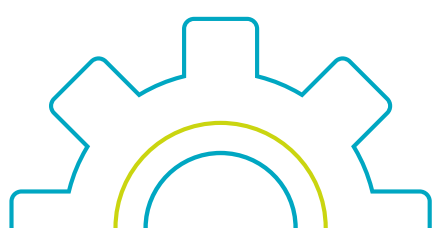
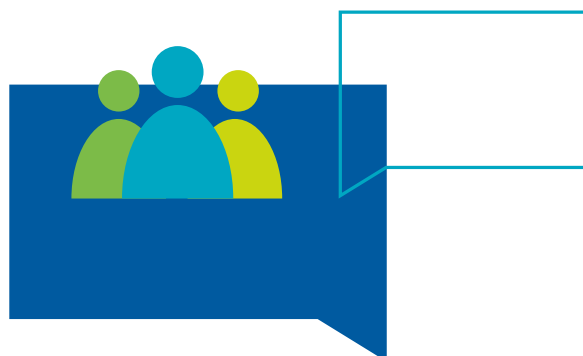
We are fortunate to have close relationships with local and strategic partners including the West Midlands Combined Authority and the Department for Education ensuring that we maximise our positive impact on the region.

I look forward to seeing these grow and strengthen over the coming years, and to the things we can achieve through collaboration and joint strategic development.

I would like to thank you for taking the time to read more about our plans; to see how our values of respect, excellence, ambition, inclusion and focus on our learners will drive us forward; and for your contribution to the future of our college and our city, whatever that might be.

A D Gribben-Lisle

Anthony Gribben-Lisle
Chair of the Corporation
Coventry College



OUR SHARED MISSION AND AMBITIONS

OUR MISSION

Your Success is our Ambition

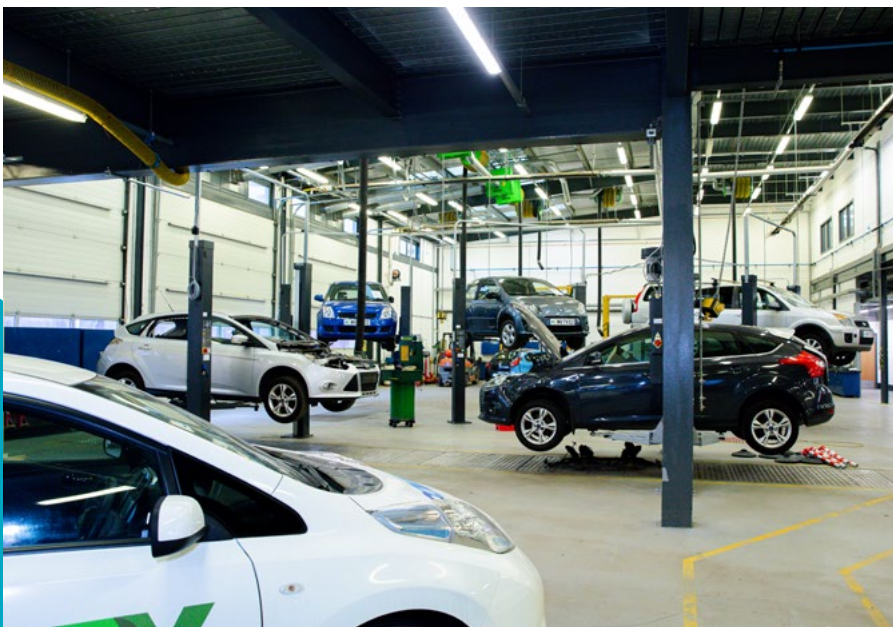
We are aspirational in our approach and want to ensure the very best opportunities for our learners, employers and the communities in which they live and work. Through the development of a **successful and sustainable college** for the future we will be responsive to key government, regional and local drivers in relation to skills needs and work closely with our key strategic partners to meet those needs, **ensuring our learners are work ready.**



STRATEGIC PRIORITIES

WE WILL DELIVER THIS THROUGH 6 STRATEGIC PRIORITIES

- **Develop a culture that consistently delivers excellence** to ensure high levels of learner satisfaction, achievement and progression.
- **Provide our learners with an inclusive, responsive curriculum** that develops the knowledge, skills and behaviours needed to excel in employment and extended/higher learning.
- **Develop high performing teams across the organisation** via active support, reward, challenge and professional development.
- **Maintain a position of strong financial health** to ensure the investment required to be a high performing college.
- **Capitalise on opportunities and develop partnerships** for the benefit of learners, employers and the community we serve.
- **Embed and embrace the skills, technologies and practices** for a sustainable future.



OUR VALUES

RESPECTFUL

We work tirelessly with our learners to build trust, safety and wellbeing, promoting deference and respect for others.

EXCELLENCE

We seek excellence by inspiring and nurturing learners to be proud of their achievements and to reach their goals through a breadth of programmes.

AMBITIOUS

We are ambitious to continuously improve and evolve as an educational service provider and aspire to ignite ambition within our learners to enable them to strive to achieve their goals.

LEARNER CENTRED

We keep our learners at the core of our decision making ensuring that we do everything we can to enhance the learner experience and make their time with us memorable.

INCLUSIVE

We celebrate the diversity and differences within our college community, working together as one team and recognising what we can learn from each other in order to grow and develop as individuals.



OUR STRATEGY WILL BE UNDERPINNED BY 5 STRATEGIC THEMES



➤ COLLABORATION

➤ EMPLOYABILITY

➤ GROWTH

➤ EQUITY

➤ SUSTAINABILITY

Local Skills Improvement Plans identify key employment and skills gaps, with employability and work readiness featuring as a barrier to successful employment.

Coventry College successfully collaborates with fellow colleges and a number of strategic partners within the region and this will continue to be valuable moving forward to ensure growth in both provision and learner numbers for young people and adults across a range of products and delivery models.

The government does see Further Education as the delivery arm to meet the skills gaps and we will engage in external projects and funding opportunities in order to meet those gaps and to develop a college that is sustainable and fit for the future.



NATIONAL CONTEXT

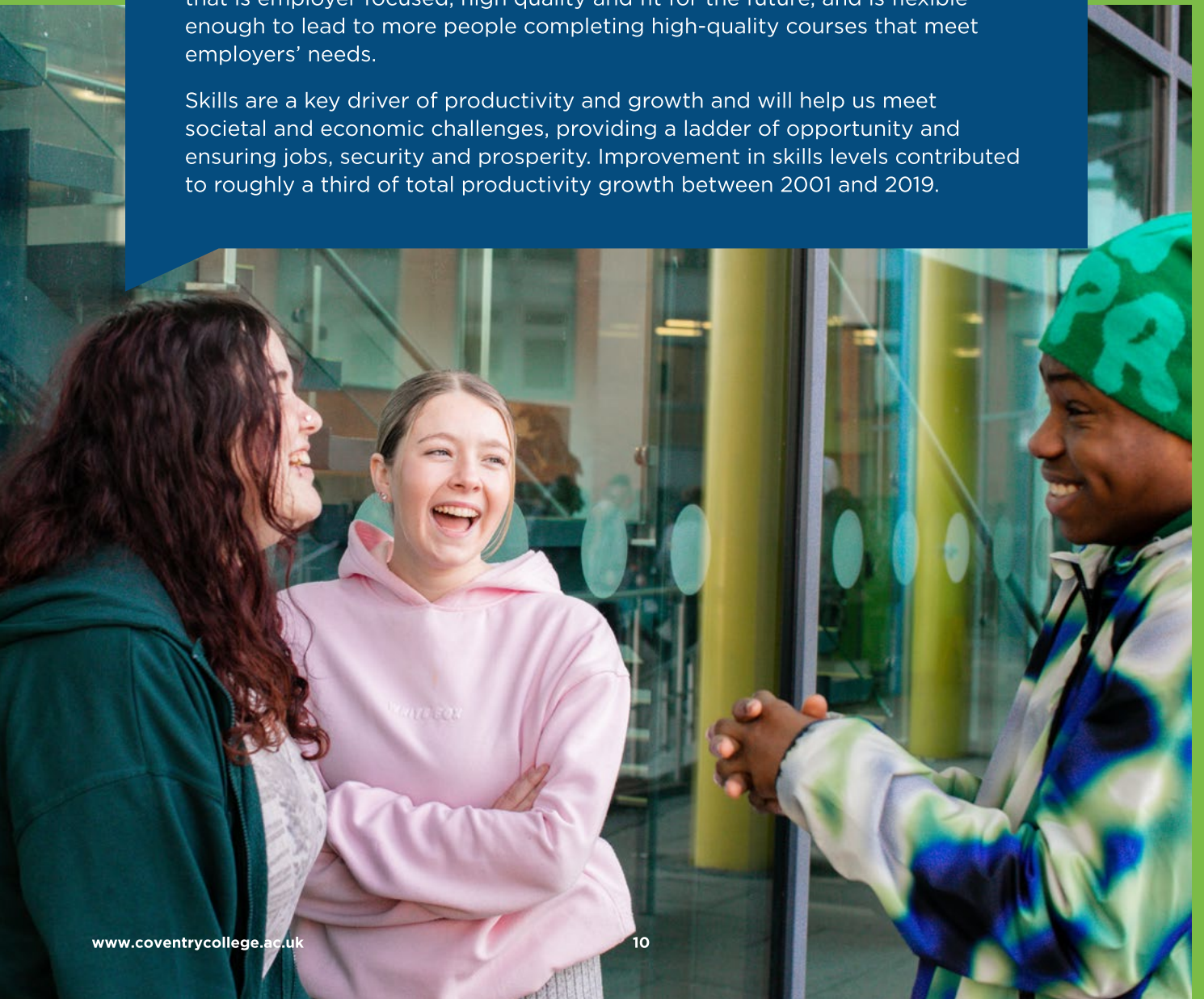


Skills for Jobs: July 2023

The Skills for Jobs White Paper states that our skills reforms will provide a ladder of opportunity that enables all learners to attain good jobs and progress in their careers.

It also specifies delivering economic growth through building a skills system that is employer focused, high quality and fit for the future, and is flexible enough to lead to more people completing high-quality courses that meet employers' needs.

Skills are a key driver of productivity and growth and will help us meet societal and economic challenges, providing a ladder of opportunity and ensuring jobs, security and prosperity. Improvement in skills levels contributed to roughly a third of total productivity growth between 2001 and 2019.





The paper also set out wide-ranging reforms to strengthen the current skills system, ensuring provision meets the needs of learners and employers. This included a review of qualifications and the introduction of the Lifelong Loan Entitlement, which will provide financial support for learners to train, retrain and upskill throughout their working lifetimes, in higher level qualifications. Both of which will have an impact on the Further Education Sector.

Nationally a series of studies have identified the roles needed for the next 5 – 10 years and digital literacy is already an essential (if basic) requirement, with varying degrees of digital skills required in different sectors and different occupations. However, across roles, skills around understanding and use of data will only increase in importance in the future as responsibilities for data handling and data security are shared across organisations.

Some specific technical skills are (and will be) needed in health and skilled trades such as those related to the ability to adapt clinical skills to developments in health and care, knowledge of the technical or scientific basis of work and understanding of relevant standards and legislation.

Expected changes in the selected occupations and emerging skills point to:

- (i) skills needs in using specific new hardware and software;
- (ii) data science skills;
- (iii) the need to apply, or adapt, skills to future-related goals such as combatting climate change.

People and communication skills are and will continue to be needed, including to complement the use of digital and technical skills and communicate about these to colleagues and the public.

Teamwork skills are and will be key in addressing complex needs in a coordinated way. Skills around planning and communicating long-term strategy and goals, exploiting opportunities and managing risks are also seen as especially important for managers and health professionals. The teaching of teamwork skills, as noted previously, is also highlighted as a key area for potential policy intervention. From care homes to construction sites to corporate organisations, more creative and focused training is required on the skills needed to work together.

The key sectors nationally with the highest volume of vacancies are:

- Health Service and Public Health Managers and Directors
- Residential, Day and Domiciliary Care Managers
- Care Workers and Home Carers
- Nurses
- Pharmacists
- Engineers
- Secondary Education Teachers
- Graphic Designers
- Construction Workers
- Multiple Skills Tradesmen.

LOCAL CONTEXT



Regional requirements have been documented in the West Midlands Combined Authority Employment and Skills Strategy (February 2024).

The plan recognises the need to meet future skills needs through upskilling and reskilling, moving residents into employment and supporting career progression, providing a good education up to level 2 for those who need it and building strong and inclusive communities.

The plan has a clear focus to:

- Reduce digital exclusion
- Improve outcomes for residents who need to develop English language skills
- Reduce the proportion of residents with no qualifications
- Improve learner outcomes into further learning and work
- Support in-work progression
- Further increase the proportion of residents qualified to level 3
- Provide leadership and management training.

The West Midlands Plan for Growth identifies the following key sectors for investment, growth and future job roles:

- Manufacturing of Electric Light Vehicles and associated battery storage devices
- Health Tech and Med Tech
- Aerospace (including Manufacturing and Alternative Fuels)
- Logistics and Distribution
- Professional and Financial Services and Supply Chain
- Content Production and Gaming
- Manufacturing of Future Housing
- Modern and Low Carbon Utilities.

In addition, the Local Skills Improvement Plan (LSIP) notes the skills needed to deliver the plan for growth are sector specific skills, technical and digital skills, leadership and management skills and essential/soft skills to include:

- Communication
- Collaboration and teamwork
- Numerical skills
- Organisational skills to include – accountability, information and problem solving, office skills and skills for resilience.

The West Midlands region has one of the highest rates of employment with

75.2%

employed, 5.1% unemployed and 20.6% inactive

2.8m*

residents are on long term sickness which is 700,000 more than pre-pandemic figures

14,799

of working residents in Coventry are claiming universal credit

31,410

Coventry residents have no qualifications and 22,888 are only qualified up to level 1/entry level

Only

61%

of 16 year olds leave school with **GCSE grade 4 or above** in Maths and English and **14%** of all 16+ Coventry residents state level 2 as their top qualification achieved

There are

11,818

job vacancies in Coventry

JOB VACANCIES IN COVENTRY

- Sales
- Mechanical Engineers
- Plant/Machine Operatives
- Secondary Education Teachers
- Customer Service Operatives
- Teaching Assistants.

EXTENSIVE VACANCIES

- Health Care Assistants
- Ambulance Assistants
- Care Home Workers
- Leadership and Management.

*Nationally



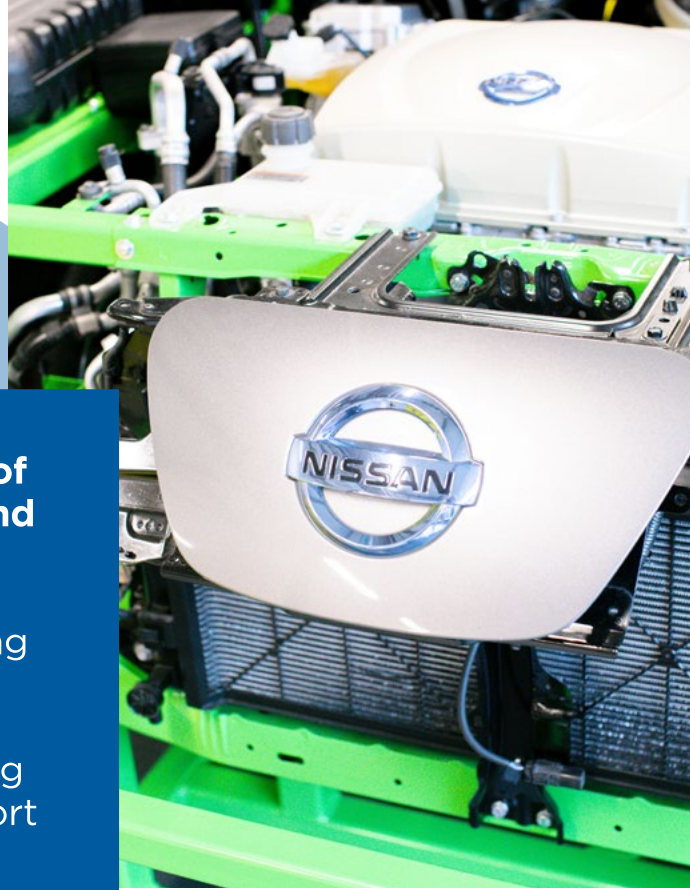
SKILLS READY

Coventry College is actively involved in six Local Skills Improvement Fund (LSIF) projects following the allocation of circa £10m to the region:

- Electrification
- Green Skills
- Low Carbon/Sustainable Housing
- Digital – Machine Learning and AI
- Digital – Skills for Employment
- Systems approach to employer engagement



Coventry College is the lead partner of a UK Innovate project for Coventry and Warwickshire focusing on supporting businesses to innovate in the areas of digital and green technologies, enabling the transition to net zero through the introduction of new products, services and processes, predominantly targeting the Engineering, Construction, Transport and Logistics and Digital sectors.



COVENTRY COLLEGE AT THE CORE OF SKILLS DELIVERY IN COVENTRY



3,000+

Young people under age 19

£700,000

Investment from Innovate UK to deliver innovation plans working with 400 new employers

4,000

Adult learners

1,000

Employers and Partners

£550,000

Investment in local skills improvement plan training

£350,000

Funding to deliver bootcamps in Coventry

750

Learners on employer responsive training with job outcomes



OUR STRATEGIC OBJECTIVES

OBJECTIVE 1

Develop a culture that consistently delivers excellence to ensure high levels of learner satisfaction, achievement and progression.

We will:

- Deliver the best possible learning experience for Coventry learners, consistently monitoring the quality of our teaching, learning and assessment
- Support learners to achieve high outcomes for our learners at all levels and for all age cohorts
- Encourage a culture of learning embedded with multiple encounters with the world of work to increase progression into employment, further study or higher education
- Deliver outstanding support for learners impacting on parity of outcomes for learners in receipt of support
- Achieve consistent standards of excellence by prioritising the quality of education
- Listen and understand our learners so we are able to provide appropriate support for their personal development, confidence, health and emotional wellbeing
- Promote employability and work-ready resilience and wider transferable skills in all that we do.

Key targets:

- Learner achievement rates to exceed performance regionally and nationally
- Vast majority of learners to achieve a high grade
- All provision to be self-assessed as good to outstanding
- Learner outcomes for those in receipt of support to be equitable with their fellow learners
- High levels of positive learner satisfaction
- Learners to benefit from a range of meaningful encounters with the world of work.



OBJECTIVE 2

Provide our learners with an inclusive, responsive curriculum that develops the knowledge, skills and behaviours needed to excel in employment and extended/higher learning.

We will:

- Deliver a curriculum for young people and adults that inspires learners to achieve beyond their expected potential and focuses on the requirements of the local economy and the Local Skills Improvement Plan priorities
- Develop the literacy and numeracy levels of our learners and demonstrate improvements in outcomes for learners at all levels
- Work with employers in Coventry on the design and creation of the curriculum to ensure it meets industry requirements
- Deliver a highly effective information, advice and guidance and recruitment process for young people and adults impacting on high levels of retention and progression and positive destinations
- Offer bespoke and specialised courses within the flexibilities of funding to support a reduction in skills gaps to include blended and online learning
- Develop a range of provision at level 3.

Key targets:

- Improved levels of learner progress in GCSE Maths and English annually
- Increase in high grades for adults on GCSE Maths and English
- Increase the range of level 3 pathways
- Levels of retention to remain above national rates on full time study programmes
- The vast majority of learners progress to a positive destination with an increase in those adult learners progressing into employment.



OBJECTIVE 3

Develop high performing teams across the organisation via active support, reward, challenge and professional development.

We will:

- Develop a team of diverse staff including industry specialists who have high expectations
- Continue to develop a governing body, encompassing a breath of experience to offer challenge and support
- Develop a culture of high achievement supported by effective performance management and accountability
- Celebrate individual and team excellence and provide appropriate professional and career development
- Promote and support health and wellbeing approaches for all colleagues, including using technology and other means to promote best practice
- Prioritise the recruitment and retention of high calibre staff to raise skills levels and add value to Coventry College.

Key targets:

- Achieve consistently high levels of staff satisfaction
- Provide a personalised CPD programme for all staff
- Foster a strong staff voice to support and develop new initiatives impacting on staff health and wellbeing
- Coventry College to become an employer of choice.



OBJECTIVE 4

Maintain a position of strong financial health to ensure the financial investment required to be a high performing college.

We will:

- Be a financially robust college, remaining efficient, offering value for money and maintaining a secure cash position
- Hit or exceed annual financial targets via a strong, viable, efficient and sustainable curriculum
- Review our estate, IT and other infrastructure to ensure it is suitably maintained and fit for purpose, providing a high quality learning environment for our learners and staff
- Provide annual investment to support participation of learner cohorts in both learning and wider enjoyment and enrichment activities
- Work with key stakeholders across Coventry to respond to changes and opportunities in the funding landscape
- Secure annual capital investment linked to curriculum, estates, IT and sustainability plans.

Key targets:

- Staff costs as a percentage of income to be better than sector averages
- Healthy cash reserves at or above sector benchmarks
- Cash reserves placed on overnight and longer-term deposits
- Operating surpluses and cash surpluses annually
- Annual capital investment linked in curriculum, estates, IT and sustainability plans
- Good staff, class size and classroom utilisation
- Cost of living increases annually and develop other pay/rewards initiatives, where affordable.



OBJECTIVE 5

Capitalise on opportunities and develop partnerships for the benefit of learners, employers and the community we serve.

We will:

- Drive collaboration and partnership working with Coventry employers to improve learner outcomes
- Continue to develop relationships with partner schools in Coventry and Warwickshire, continuing to develop transition work
- Continue collaboration with Higher Education institutions to offer relevant high level skills training for Coventry residents
- Drive local and regional partnerships to support individuals including disadvantaged adults into work and help those in work to develop their English, Maths and Digital Skills
- Further develop Skills of the Future Boards to further co-design and futureproof the curriculum portfolio
- Continue to increase the external profile of Coventry College within the community
- Work with key strategic, partners and government agencies to embrace new initiatives and growth strategies.

Key targets:

- Vast majority of learners progress into work or further or higher learning
- With trusted partners, develop a range of high level skills provision
- Ensure high levels of employer satisfaction
- Work with key employment partners in Coventry and be recognised as the go-to provider for Entry to Employment programmes
- Year on year enter into new markets/ products to meet local area need.



OBJECTIVE 6

Embed and embrace the skills, technologies and practices for a sustainable future.

We will:

- Invest in emerging technologies that underpin the transformation required to achieve our objectives
- Make progress to reduce Coventry College's carbon footprint through sustainability practices
- Embed vocationally relevant teaching of sustainability across all full time courses
- Access available funds/Local Skills Improvement Plans and other projects to support the design and delivery of provision and staff training, regarding embedding Green Skills and careers
- Recognise our corporate responsibility regarding the promotion of sustainability.

Key targets:

- Green Skills Champions in every area of the College
- All staff to receive training in sustainability
- Implement new technologies to upskill staff, reduce workload and futureproof workplace practices
- All full time courses to identify how Green Skills are delivered/embedded
- Set and meet Coventry College's ambitious sustainability objectives.



WORKING IN PARTNERSHIP



ACCREDITATIONS





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