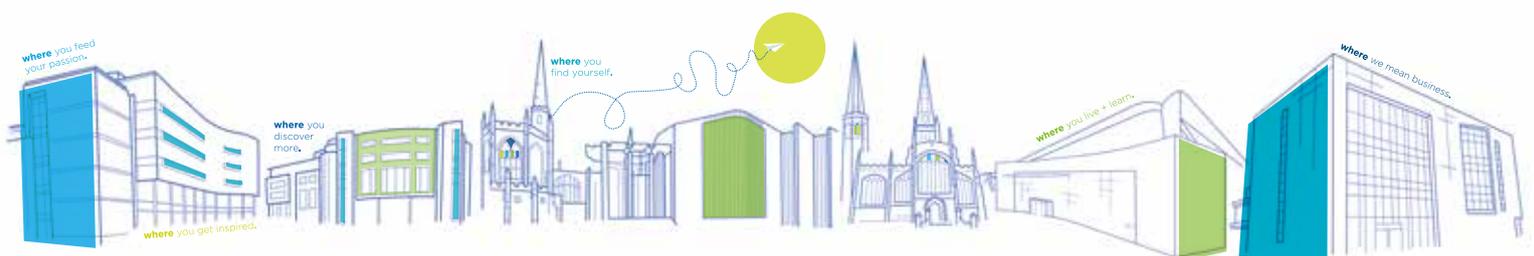


Coventry College Strategic Plan

Our Strategy for 2018-21

Make it Coventry College



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Make it Coventry College



Introduction

Welcome to the Strategic Plan for Coventry College.

Coventry College was formed in August 2017. Recognising its role as the largest provider of general Further Education in the city, the college delivers a broad curriculum to over 7,000 learners across a range of exciting and dynamic subject areas from entry level to higher education, The curriculum offer includes vocational, technical and professional education and training designed to meet the needs of the local community and employers.

Building upon the rich histories of its predecessor colleges, City College and Henley College, the College can trace its origins back to the 19th century with the formation of the Mechanics Institution in 1829, created to upskill weavers in a range of vocational subjects. Both predecessor colleges have a proud history of working closely with their communities and this remains a key part of Coventry College's ethos.

The creation of Coventry College was founded upon the opportunities facilitated by joining forces; to promote and champion Further Education in Coventry. This ensures that the college can be adaptable and work efficiently alongside employers, schools and regional stakeholders to develop and fulfil education and skills strategies. It also ensures financial resilience in the challenging times facing the sector, whilst maximising the ability to reinvest in industry standard training facilities and protect the skills of the city's future generations.



Our purpose

Coventry College will provide exceptional education, skills and training to meet the needs of individuals, business and communities.

We will achieve this by creating:

- A curriculum that anticipates and meets the needs of learners and employers.
- A strong apprenticeship provision in line with government ambitions and employer need.
- A first-class education and training experience enabling progression in to employment or higher levels of training and education.
- Strong, productive partnership-working to deliver positive outcomes for learners and stakeholders.
- A safe and inclusive culture of mutual respect and fairness, which celebrates and values diversity.
- High quality information, advice and guidance that supports personal and professional goals.
- Financial resilience that generates capacity for investment in the learner experience and new services.
- Strong bonds with the communities we serve.

Our vision for 2018-21

Coventry College will provide exceptional education, skills and training that impacts by:

- **Transforming lives**
- **Enhancing business**
- **Enabling communities**

Our values and behaviours

We can only achieve our vision if it is underpinned with a set of core values, which we believe to be our drivers for success. These are:

- **Learner first:** high aspirations and high expectations for all learners that supports and challenges each learner to learn, develop, progress and succeed.
- **Excellence:** we will strive for excellence in all our work, enabling our learners to realise their full potential in a positive, inspiring and caring environment
- **Inclusivity:** our College will be open to all learners, offering a safe environment and celebrating the diversity of our community and the success of our learners.
- **Teamwork:** we will work collaboratively to deliver our College's vision, mission and values.
- **Trust:** we will value our staff, learners, stakeholders and partners, promoting mutual respect and a culture of openness, personal responsibility and accountability.
- **Transparency:** we will engage with all stakeholders, consulting and seeking their input and welcoming feedback to support growth and improvement.

Coventry is a dynamic and thriving city, with a huge range of growth, innovation and regeneration drivers, albeit with significant socio-economic disparities to overcome in order to ensure these opportunities are fully grasped by the city's residents. Coventry College is well placed to take a central role in shaping the education and skills in response to this context and our Strategic Plan 2018-21 sets out the priorities we will focus upon in pursuit of this vision.

Our context

Coventry City has a diverse history; many will see Coventry as a City whose cathedral and city centre were destroyed by World War II and yet, today, it has risen from this devastation having built a reputation as the City of Peace and Reconciliation and as an area of prominent regeneration, innovation and growth.

Having overcome the de-industrialisation, high unemployment and economic destabilisation of the 1980s, Coventry is today a confident, vibrant city in an area of significant economic buoyancy, as part of one of the strongest growing Local Enterprise Partnership (LEP) areas in the country.

The opportunities arising from this economic success are boosted further by the success in attracting major investments to the city and surrounding areas, from industrial innovation, such as the National Battery Manufacturing Development facility, and major capital programmes, such as HS2, to major events, so as the UK City of Culture 2021 and European City of Sport 2019.

Against this backdrop of growth and opportunity, the need to ensure our plans are shaped so that they can benefit all Coventry residents is reflected by the socio-economic disparities which still exist; around 18.5% of Coventry residents live in wards which are ranked amongst the 10% most deprived in England. Whilst the city has one of the highest growing youth demography profiles in the West Midlands, it also has a working age population with lower qualifications on average than the West Midlands or England as a whole.

Coventry is ranked as the 8th best city to live, work and do business in the UK. The evident growth in job creation and resident employment levels are also accompanied by skills shortages, with many employers citing this as a key inhibitor to further growth, particularly at higher levels. Alongside these concerns, there is an ageing workforce with significant replacement skills and retraining demands forecast to be placed upon businesses over the next 10 years. There are around 22,000 working age residents who still have no formal qualifications and a 7% gap in the number of people in the City region who have Higher Education qualifications, compared to national and regional comparators.

These are important skills gaps for Coventry College to work with partners to overcome in order to unlock further growth and prosperity for the region. The College has a key role to play in working with stakeholders to ensure attractive and appropriate education and training solutions are developed which maximise these growth opportunities and replacement demand challenges, whilst ensuring they are accessible to all and benefit both local residents and local communities.

In order to overcome the significant skills shortages, challenges within the economy and wider community needs, the Coventry and Warwickshire LEP (CWLEP) has set out a clear strategy of skills priorities, with the **Strategic Economic Plan** identifying five core pillars of activity for improving economic performance and creating the dynamic change required across the Coventry and Warwickshire region. Its skills strategy focuses on:

1. **Boosting the skills of the workforce** at all levels; increasing the **awareness of local employment opportunities** particularly in the advanced manufacturing and engineering sector.
2. **Increasing 'work readiness'** of all individuals leaving education at all levels.
3. Supporting the **LEP strategy of encouraging employers to adopt high value added product strategies**.
4. Increasing opportunities for **existing employees to improve and extend their skills**.
5. Ensuring the **content of education and training programmes** reflects the **needs of local employers**.

With a rising demographic of school leavers from 2019 onwards and the fastest growing school leaver cohort of all West Midlands local authorities over the next 10 years, Coventry College is well placed to deliver an ambitious programme of skills for the immediate and wider area, working closely with the CWLEP.

As well as our close working relationship with the CWLEP, we continue to collaborate effectively with the West Midlands Combined Authority (WMCA) whose vision is to deliver a more prosperous West Midlands through more jobs and homes, better skills, productivity and transport. As a region, it is clear that we face the challenge of low productivity and a shortage of skills at both the lower and higher ends of the skills spectrum; the WMCA sets out a Regional Skills Plan as a roadmap for equipping local people with the skills they need to support the region's wider economic growth. Through our relationship with the WMCA, we will focus on key areas such as construction, automotive, digital, business and professional services as the sectors requiring our support to unlock further growth.



Strategic priorities 2018-21



In order to continue to evolve our business and ensure that it is fit-for-purpose, future-proofed and continues to meet the needs of all its stakeholders we have set out five key strategic priorities.

- 1. Quality of Education**
 - Deliver a consistently excellent experience, enabling progression to further study or employment for all our learners.
 - Develop and implement a vibrant, relevant and attractive curriculum meeting local and regional skills needs and priorities.
- 2. Valuing Our People:**
 - Attract, develop and retain highly skilled and motivated talent.
- 3. Sustainable Financial Position:**
 - To maximise financial rigour to support sustainability and reinvestment, provide first class resources and ensure their effective and efficient use to support learning.
- 4. Stakeholder Partnerships:**
 - Build partnerships that benefit our learners, create growth and be responsive to the stakeholder' needs.

Strategic priorities and objectives 2019-21

Quality of Education

Strategic Priorities 19/21

1. Deliver a consistently excellent experience, enabling progression to further study or employment for all our learners.
2. Develop and implement a vibrant, relevant and attractive curriculum meeting local and regional skills needs and priorities.

Strategic Objectives 19/20

- 1.1 Achieve overall learner satisfaction measure of 90%.
- 1.2 Deliver continuous improvement in learner achievement. Improve E&T outcomes by 2% points on previous year and improve timely achievement rates by 1% on previous year.
- 1.3 70% of learners achieving intended target, with no significant achievement gaps and GCSE 4-9% to be at NR.
- 1.4 Improve further the proportion of learners who progress to a positive destination to a minimum of 80%.
- 1.5 Use economic forecasting to inform the curriculum offer to be truly proactive in developing a demand led offer.
- 1.6 Deliver on WMCA priorities of Digital, Construction, Adv Manufacturing and Visitor Economy.
- 1.7 Implement five Skills for the Future groups and introduce ten key stakeholders for each priority area.
- 1.8 Ensure compliance with external regulatory requirements i.e. FEC, Ofsted, ESFA, WMCA and OfS.
- 1.9 Review curriculum portfolio as part of 2020/21 planning to enter new markets and retire provision which no longer meets local and regional need.

Valuing Our People

Strategic Priorities 19/21

2. Attract, develop and retain highly skilled and motivated talent.

Strategic Objectives 19/20

- 2.1 Develop a high performing organisation culture which embraces ownership and accountability. 100% of all staff have objectives a relevant CPD plan in place in 2019/20.
- 2.2 Implement a People Strategy, including a focus on staff well-being.
- 2.3 Develop enhanced mechanisms for communication and engagement, including staff focus groups – creating a 'One College' ethos.
- 2.4 Introduce a Reward and Recognition scheme as part of a development driven Performance Management Framework.
- 2.5 Introduce a pilot scheme to develop a training and development programme for succession planning and talent management.
- 2.6 Achieve an overall staff utilisation of 97%, and ensure staff turnover and sickness absence levels are in line with sector averages.

Sustainable Financial Position

Strategic Priorities 19/21

- 3. To maximise financial rigour to support sustainability and reinvestment, provide first class resources and ensure their effective and efficient use to support learning.

Strategic Objectives 19/20

- 3.1 Cash balances remain strong with target of £6m prior to asset sale.
- 3.2 Ensuring staffing ratio is less than 65% and agency costs are no more than 5% of staffing budget.
- 3.3 Diversify income sources and reduce reliance of grant funding. Target of 18% by 2021.
- 3.4 Implement an Estates Strategy and ICT strategy to maximise the use of the estates providing an excellent learning space and learner experience.
- 3.5 Achieve savings for 19/20 in line with budget £1.2m and operating surplus by 2021 of £657K.
- 3.6 Develop a robust framework for audit and risk and use it for decision making.

Stakeholder Partnerships

Strategic Priorities 19/21

- 4. Build partnerships that benefit our learners, create growth and be responsive to the stakeholder' needs.

Strategic Objectives 19/20

- 4.1 The College will work alongside employers and stakeholders to understand their business needs and respond accordingly.
- 4.2 Implement a CRM system to improve stakeholder interaction and communication.
- 4.3 Develop a HE strategy to promote growth by 2020 with an income target of £464k.
- 4.4 Develop a Community and Outreach provision to support skills growth in the City region.
- 4.5 Collaborate with FE partners to launch a Joint Venture Company to secure growth in digital apprenticeships.
- 4.6 Implement a Careers Strategy which develops learner-led enterprises and fosters entrepreneurial activity.





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