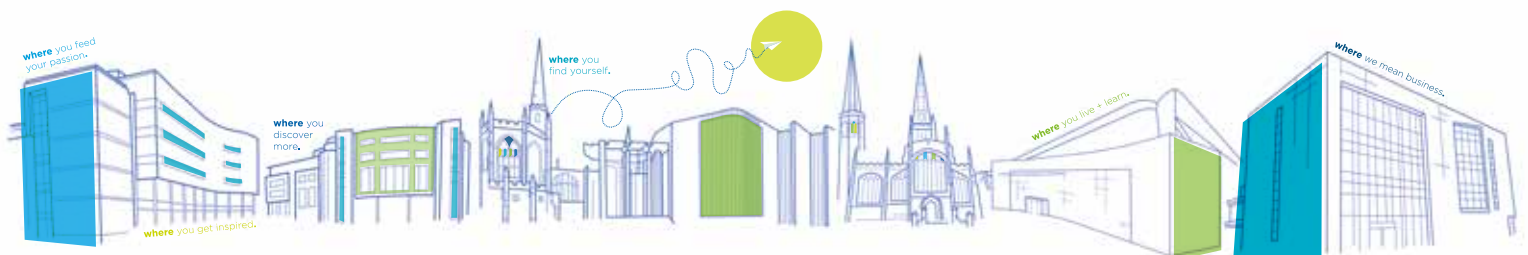


Coventry College Strategic Plan 2018-21

Make it Coventry College



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Make it Coventry College



Introduction

Coventry College was formed in August 2017 as the sole General Further Education provider in the city, delivering vocational, technical and professional education and training to over 7,000 students of all ages, from Entry Level to Higher Education.

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 combining forces: to establish one voice for Further Education in Coventry. This ensures we become more adaptable and work efficiently alongside employers, schools and stakeholders to develop and then fulfil education and skills strategies. It also allows us to develop greater financial resilience in challenging times for the sector, maximising the ability to reinvest in excellent training facilities and protect the skills of the city's future generations.



Our mission

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 local need
- A first-class education and training experience enabling progression into employment or higher levels of training and education.
- Strong, productive partnership-working to deliver positive outcomes for local stakeholders.
- A safe and inclusive culture of mutual respect and fairness, which celebrates and values diversity.
- High quality information, advice & guidance that supports personal and professional goals.
- Financial resilience that generates capacity for investment in the student experience and new services.
- Strong bonds with the communities we serve.

Our vision

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

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

Our values

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:

- **Student first:** the success of our students will be at the heart of all our work.
- **Excellence:** we will promote quality in all our work, enabling our students to strive for excellence and realise their full potential.
- **Inclusivity:** we will ensure that our College is open to all, offers a safe environment and celebrates the diversity of our community.
- **Teamwork:** we will work collaboratively to deliver our College's vision, mission and values.
- **Trust:** we will earn and put our trust in our colleagues, students, stakeholders and partners, promoting mutual respect and a culture of openness.
- **Transparency:** we will engage with all stakeholders, consulting and seeking their input and welcoming feedback in a spirit of openness.

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



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. Student Experience & Outcomes:** Deliver a consistently excellent student experience, enabling progression to further study or employment for all our students, particularly in the advanced manufacturing and engineering sector.
- 2. Valuing Our People:** Attract, develop and retain talent.
- 3. Financial Strength:** Maximise financial rigour, diversification & effective use of resources, providing sustainability for re-investment.
- 4. Stakeholder Partnerships:** Build partnerships that benefit our students, create growth and meet defined needs for re-investment.
- 5. The College Offer:** Create a vibrant, attractive offer, meeting local and regional skills needs.

Targeting our efforts

Our priority first and foremost is in ensuring our students receive the best possible experience at Coventry College in order to progress on to positive destinations. We serve the needs of over 7,000 students across all levels of study from Entry Level 1 to Higher Education and apprenticeships.

Student Experience & Outcomes: Deliver a consistently excellent student experience, enabling personal growth, progression to further study or employment for all our students.

What we will do:

- 1.** Place the **student voice** and **customer satisfaction** at the heart of service redesign and evolution.
- 2.** Deliver **continued improvement** in **student achievement, value added** and **destination outcomes**.
- 3.** Increase the proportion of **'good'** and **'outstanding' teaching & learning**, with consistency across the College.
- 4.** Target further improvements in **English and maths, apprenticeships, enrichment and employability skills** and **work experience**.
- 5.** Create an **enhanced Student Journey**, from initial application through to our alumni programme, ensuring students consistently benefit from **high expectations, stretch and challenge** and have access to appropriate **support and care** at every stage.
- 6.** Learn from others and each other, **developing partnerships with excellent providers** and securing best practice transfer.

In order to foster a community of learning which is high-quality, rigorous and innovative we need to attract, develop and retain talent. We have highly experienced industry-qualified staff who are leaders in their sector and who are central to enabling our students to excel.

Valuing Our People: Attract, develop and retain talent.

What we will do:

- 1.** Create a People Strategy, including a **focus upon staff well-being**, guided by the sector leading benchmarks supporting excellent recruitment, recognition, reward and CPD practice.
- 2.** Develop enhanced mechanisms for **communication and engagement**, creating a **'one College' ethos**, ensuring all staff are informed, clear about our plans and have the opportunity to shape them.
- 3.** Secure a competitive **recognition, reward and benefits package**, including a Learning & Development entitlement for all staff.
- 4.** Adopt above-benchmark practice for key services, including **recruitment, on-boarding and induction**.
- 5.** Create **progression opportunities** through **succession planning, talent management** and **Leadership Development programmes**.
- 6.** **Incentivise and reward innovation and improvement** through structures and processes which devolve accountability and decision-making.

Key to achieving our vision is the development of a sustainable organisation which operates efficiently, creates value for its stakeholders and generates surpluses for re-investment.

Financial Strength: Maximise financial rigour, diversification and effective use of resources, providing sustainability for re-investment.

What we will do:

1. Provide clarity and focus upon key indicators of **financial efficiency, embedding and creating ownership** throughout the organisation.
2. **Diversify income sources** and reduce reliance on grant funding.
3. Invest to continually **improve the student and staff environment**, including **upgraded ICT** to promote enriched, blended learning experiences.
4. Maximise the **use and profitability of our estate** and create spaces **conducive to learning**, shaped by student and staff feedback.

Delivering the commitments above can only be achieved with the engagement and support of our partners.

Stakeholder Partnerships: Build partnerships that benefit our students, create growth and meet defined needs.

What we will do:

1. Increase our **engagement with schools** to provide **informative experiences of technical and professional pathways** and development of **new collaborative skills solutions** for those out of education and with additional needs.
2. Create **HE partnerships** which align FE/HE progression pathways and provide opportunities for collaborative expansion and joint product development.
3. Develop an **enhanced international offer**, encouraging a global outlook in our students and creating opportunities for income growth and diversification.
4. Work with community leaders and commissioners to develop **outreach and community provision**, targeting unmet needs.
5. Collaborate with FE partners to launch a Joint Venture Company exploring new markets and securing **growth in Digital Apprenticeships**.
6. Work with partners to develop **Student-led enterprises**, fostering entrepreneurship, exposure to industry insight and the potential to run all aspects of a commercial operation.

In a fast paced world, we need to ‘future proof’ our offer by ensuring our education and skills programmes evolve to meet the changing needs of employers and partners.

The College Offer: Create a vibrant, attractive offer, meeting local and regional skills needs.

What we will do:

1. Create a **strengthened employer focus**, with Expert Panels that co-create provision and continually shape our skills strategies.
2. Working with the CWLEP, **increase College provision in skills priority sectors**, including Digital, Construction, Advanced Engineering/Automotive/Manufacturing, Creative Industries & the Visitor Economy.
3. Provide **Skills Solutions aligned to major infrastructure developments**, including HS2 and City of Culture.
4. Ensure live **Skill Strategies are in place for all curriculum areas**, across all learning programmes.
5. Create a **Future Skills Task Force**, maximising preparedness for key sector developments including T-Levels and Adult Skills Devolution.
6. Develop **innovative marketing & communications strategies** which reinforce the College brand and reputation as a skills leader, integral to stakeholders’ competitive advantage and productivity gains.





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