



CENTRAL **SUSSEX** COLLEGE

College Strategic Plan 2008-2013



for **whoever** you want to be

Our mission

is to be the college of choice
by putting skills and learning
at the heart of everything we do

Our vision for Central Sussex College

is to support aspiration and
achievement and enable our
learners to be whoever they
want to be.

Principal's Statement

The College's Direction

The College's core purpose is to create **confident, lifelong learners.**

The College's direction is clear - to create an outstanding learning environment that enables:

1. Outstanding success for our learners.
2. All young people in central Sussex to take part in education and training.
3. All adults in central Sussex to improve their social and economic well-being.
4. All employers in the Gatwick Diamond area to improve the skills of their employees.

To make this happen we must:

- Put skills and learning at the heart of everything we do. (Our Mission)
- Create an organisation that generates aspiration and enables our learners to be whoever they want to be. (Our Vision)
- Provide a distinctive ethos and approaches for young people, adults and employers.
- Translate our 'values' into student and staff behaviours.

What will Central Sussex College look like in 2012/13?

Our Priorities:

- An outstanding college for student success.
- An outstanding Learner Journey with well developed:
 - Entitlement
 - Personalisation
 - Progression routes
- An appropriate curriculum offer: the right offer for learners and employers.
- An outstanding level of customer service to all employers
- An area leader with strong, strategic partnerships.
- A great place for staff to work.
- A transformed teaching and learning environment for the 21st Century.
- Outstanding governance with sound financial performance.

The College's Values, Beliefs and Behaviours

The College's staff have worked together at a range of INSET events to agree a set of Core Values and Beliefs.

The key value is 'Learning is Central' and there are three things that we are aiming to do for our learners:

- To be helped to love learning
- To be taught how to learn well
- To be provided with appropriate opportunities to learn

Our Core Values and Beliefs

Learning is central

- Ensuring that student development is at the heart of all that we do
- Creating a positive ethos and learning experience
- Having dedication and passion for delivering the best

Behaving with integrity

- Maintaining high quality and sound professional approaches, dialogue and interactions
- Being fair
- Challenging but supportive

Valuing each other

- Every individual matters
- Supporting and sharing with each other
- Open and honest communication by all

Delivering Excellence

- Ensuring that all students achieve their potential
- Delivering high quality standards and professional approaches
- Evaluating and improving what we do

Being Inclusive

- Promoting acceptance of diversity and removing barriers
- Improving accessibility, availability and approaches for students in line with Equality & Diversity
- Valuing what people bring from their own experience and background

Serving our Community

- Working as an integral part of our town and rural community
- Working with the Children's Service and local schools for the best benefit of young people and employers for the best benefit of their employees
- Nurturing sustainable and long-term strategic partnerships

The Core Values and Beliefs are being translated into the behaviours that are expected of students and staff through two projects:-

- Student Behaviours: A 'Fresh Start' (May-September 2008).
- Staff Behaviours (September-November 2008).

Strategic Aims

For Young People:

- To be an area leader for 14-19 strategy and delivery through partnership
- To develop a curriculum offer with progression from Entry to Higher Education (HE)
- To provide a Central Sussex College 16-18 learner entitlement
- To offer high quality academic and vocational provision
- To create distinct and dedicated 14-19 learning environments

For Adults and Employers:

Skills Strategy Aims:

- To be a key regional/local strategic partner in workforce development across the Gatwick Diamond region
- To develop, in conjunction with partners, a skills curriculum offer that matches the demands/needs of specific sectors at Gatwick Diamond sub-regional level, incorporating the Skills Escalator from Basic Skills to HE and supporting the development of a University Centre at the College
- To continue to transform the organisation and provide a College-wide culture intent on further improving responsiveness to employers and perceiving engagement with the business community as integral for the purpose and future of the College
- To offer high quality, well-resourced education and training that meets the needs of the 'Demand-Led' learner

Higher Education/Level 4 Strategy Aims:

- To work in partnership to plan a suitable pathway of sub-degree and degree qualifications for high and medium priority areas in response to local employer needs
- To ensure progression to level 4 in all priority sectors
- To develop part-time level 5 provision where there is evidence of demand
- To ensure high quality provision including staffing, CPD including scholarly research, linked to Integrated Quality and Enhancement Review (IQER) and Common Inspection Framework
- To provide distinctive adult and HE student ethos, environment and support

Personal and Community Development Strategy Aims:

- To work with our partners to plan and deliver PCDL for our community
- To develop a curriculum offer with progression opportunities
- To widen participation in PCDL
- To offer high quality provision
- To create distinct adult learning environments

For all, create a teaching and learning environment that:

- Provides excellent learner experience irrespective of background
- Delivers learner expectation, fit for the 21st Century
- Provides the access and integration needs of all users
- Improves efficiency and effectiveness
- Develops partnerships to gain best value from shared resources

Strategic Aims, continued

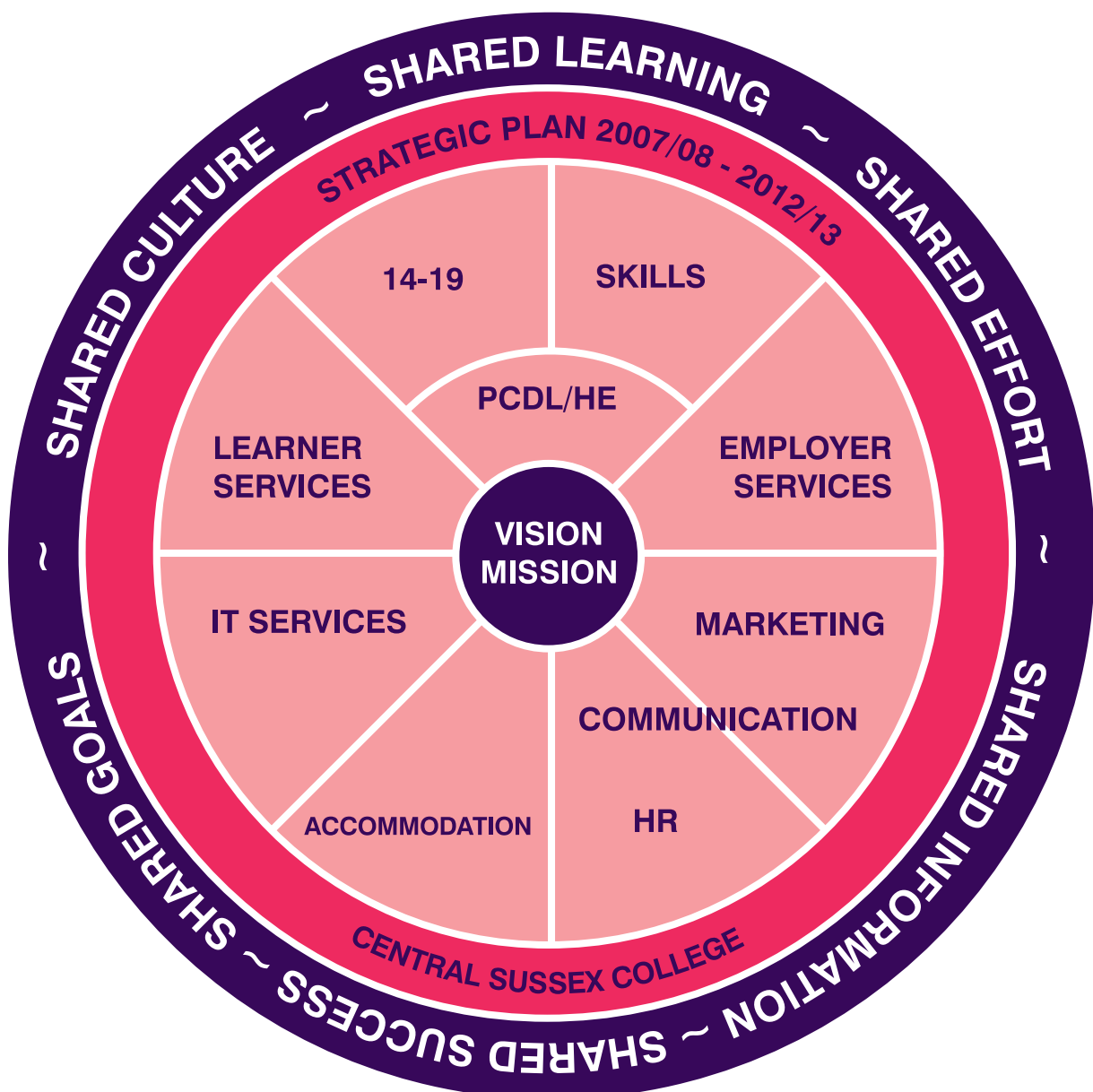
For our staff, create an organisational culture within which:

- Individuals feel involved and valued
- Employees are encouraged and developed
- Ability and excellence are rewarded
- People are motivated to give of their best in a safe working environment
- Diversity is celebrated and respected

Invest for the future, to remain:

- The College of first choice for learning
- An organisation that attracts and inspires staff to excel
- An efficient, effective organisation able to contribute to the Local Area and Region for the longer-term
- Able to resource high quality accommodation, IT infrastructure and facilities for teaching and learning

College Strategies (underpinning the Strategic Plan):



Recognise Success by:

- **Delivery against plan** Assessment of the overall performance against plan, to include:
 - Learner number targets
 - Summary Statement of Activity (LSC)
 - Provision Matrix (LSC)

- **Responsiveness to learners** Self-assessment, to include an analysis of:
 - Learner satisfaction
 - Learner destination and progression
 - College's or provider's equality and diversity impact measures

- **Responsiveness to employers**
 - Accreditation for Training Quality Standard

- **Quality of provision** Self Assessment, to include an analysis of:
 - Ofsted judgements
 - Annual assessment

- **Quality of outcomes** New Measures of Success to include:
 - Success rate
 - Value-added

- **People measures** People, indicators:
 - Investors in People
 - Individuals feel involved and valued
 - Employees are encouraged and developed
 - Diversity is celebrated and respected

- **Financial health** Financial health, to include three key measures:
 - Solvency (current ratio)
 - Sustainability (margin)
 - Status (net worth)

- **Financial control** Financial control measures, to include:
 - Soundness of internal controls
 - Regularity and propriety in use of LSC funds.
 - Quality of deployment of financial resources in achieving the college's or provider's objectives.

To achieve our vision, we will work with:

Our learners, to promote and offer:

- impartial advice & guidance
- curriculum pathways with progression from Entry to Higher Education
- inclusive high quality teaching and learning
- support to overcome barriers to learning
- individual feedback on learning goals and progress towards achievement of these goals
- for all 16-18 year olds a wider curriculum and learner entitlement
- healthy, safe & secure learning environments

Our employers, to promote and offer:

- engagement with the business community to put their training needs at the heart of our curriculum
- support to identify employer training needs
- a curriculum matched to local sector needs
- high quality vocational training
- flexible modes, times and place of delivery
- feedback on employee progress towards learning goals and impact on business performance

Our community, to:

- engage with community partners to jointly plan provision meeting the needs of the local community
- provide information and guidance
- promote and offer a programme of adult community learning with progression opportunities
- deliver high quality inclusive teaching and learning
- feed back to individual learners on progress towards their learning goals

Our college and partners, to:

- set clear direction
- inspire a culture of high quality education and training for all learners regardless of their ability and background or of the course they choose
- develop a climate of responsiveness and engagement with the business community
- provide Area Leadership for 14-19 and Skills by acting as a key regional/local strategic player
- promote a unified organisation with many learning locations

Our employees, to:

Create an organisational culture within which:

- individuals feel involved and valued;
- employees are encouraged and developed;
- ability and excellence are rewarded;
- people are motivated to give of their best in a safe working environment; and
- where diversity is celebrated and respected.

Create the learning and working environment to enable our people to deliver excellence in whatever job role they perform

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