

# Craven College "Our FUTURE" Strategic Plan 2020-2025

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# **SUMMARY**

# SPRATIONAL **Enriching Lives** through learning

To deliver and develop high quality learning opportunities for all through an aspirational team who collaborate with our key stakeholders in a well-EBLIABORATIVE connected and resourced, sustainable learning and RESILEN working environment

## INTENT

## **IMPLEMENTATION**

People

**Purpose** 

**Process** 

Potential

**Learning Centred High Quality Financially** Sustainable

#### Our OFFER Our PEOPLE

Excellent Quality **Social Justice Higher Level** Learning Digital Immersion **Technical** Education

Progression

**Productivity** Recognition

Our POSITION

AUTHENT

Location Technology Finance **Sustainability Employer-Led Partnership** 

## **IMPACT**

**Great Reputation Sound Financial** Health **Excellent Education** 

# WE ARE

Craven College - a Further Education College based in Skipton, North Yorkshire, "The Gateway to the Dales". Our unique position – at the juncture of West Yorkshire and East Lancashire enables us to offer a variety of further and higher education courses, including apprenticeships, undergraduate degrees and part-time adult education. Craven College started life in 1825 as the Skipton Mechanics Institute on the High Street in Skipton. During the Second World War the Skipton Art School and Skipton Technical Institute were established. In 1954 the Skipton Art School and Technical Institution become the Craven Institute for Further Education. In 1974, the College was renamed the Craven College of Adult Education and the full-time courses flourished mainly leading to secretarial work, hospitality and catering, social work and small business management.

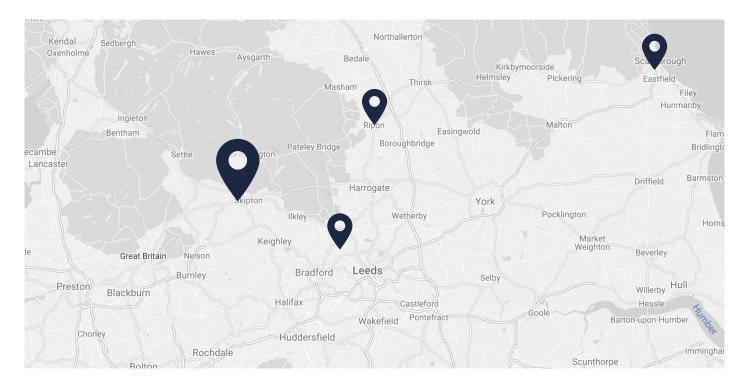
The Aireville Campus was developed in 1989 adjoining Aireville School (now The Skipton Academy). The Auction Mart Campus was later developed to accommodate all land-based courses and The Aviation Academy was established in Yeadon at Leeds Bradford Airport.

Tyro Training was established in 2003 offering flexible training, consultancy and support to business across the North of England. With its HQ at Craven Cattle Mart in Skipton, Tyro Training also has a training base in Scarborough.

The Animal Management Centre was opened for students in 2018 with specialist rooms for aquatics, invertebrates, nocturnals, reptiles, amphibians and small mammals.

From its premises in Ripon, Evolve supports young people from across North Yorkshire with social, emotional and behavioural difficulties and offers full Study Programmes, with a focus on work experience and skills for employment.

In 2020, Craven College became an integral part of the Yorkshire and Humber Institute of Technology – representing significant investment in training resources on the Skipton campus to support education in digital skills such as cyber-security, digital infrastructure, multi-media, software development and gaming.







programmes





YORKSHIRE & HUMBER									
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Τ	Е	С	Н	Ν	0	L	0	G	Y

Part of the Institute of Technology



### **'OUTSTANDING'**

Apprenticeships Ofsted 2018

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investment in estates and facilities since 2017





# **OUR MISSION**

### Enriching lives through learning

# **OUR VISION**

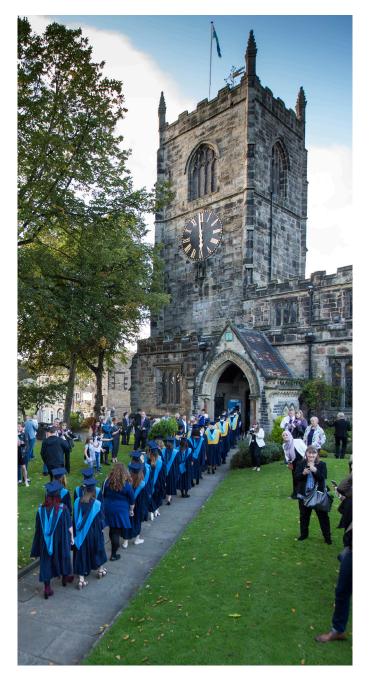
To deliver and develop high quality learning opportunities for all through an aspirational team who collaborate with our key stakeholders in a well-connected and resourced, sustainable learning and working environment.

Our OFFER

Our PEOPLE











# **OUR BEHAVIOURS**



**CURIOUS** Inquisitive and interested

**OPTIMISTIC** Have a positive outlook

**PROGRESSIVE** Determined to succeed

SPRATIONAL

re

RESILIEN



**POSITIVE MINDSET** Committed and determined

> **RESPECTFUL** Inclusive and kind

**SOCIALLY INTELLIGENT** Self-aware and employable



**CONNECTED** Work well with others

**INNOVATIVE** Creative and solutions-focussed

> **RESPONSIBLE** Takes ownership



ADAPTABLE Flexible

**ENTHUSIASTIC** Can do attitude

**PRAGMATIC** Sensible and realistic

# **STRATEGIC INTENT**



#### We Are Learning Centred

- Against a continuously challenging financial landscape, we are responsive to the needs of our community, and the external challenges that we face
- We have an outward leaning approach to working in partnership with employers and the wider stakeholder community
- We have a comprehensive student engagement strategy, encompassing both employability skills and personal development, through an Offer which is blended and digitally-immersive
- We aim to stimulate and increase the number of businesses working in collaboration with the College in order to achieve an industry-led approach to skills development



#### We Are High Quality

- Our aspiration is to ensure that all of our students, apprentices and customers experience the best quality of education that enables them to enrich their lives through learning new skills and knowledge
- We consistently set a culture of high expectations, consolidating and improving Our Offer
- We are recognised for excellent communication and marketing both internally and externally
- Our Offer is underpinned by a robust progression strategy



#### We Are Financially Sustainable

- We evolve our business model to the benefit of our learners and community in a cautious yet sustainable manner
- Our campuses and practices are of the right scale and quality, providing access to industry standard learning opportunities
- We have a sustainable curriculum Offer which is responsive and agile and aligned with local, regional and national priorities
- We enable managers to be accountable for their People and their resources

# **STRATEGIC IMPLEMENTATION**

# "Our OFFER"

Recognised for our outstanding apprenticeship provision, Craven College is aspirational in terms of Our Offer. Increasing the breadth of our curriculum, and securing progression from all entry points, focuses Our Offer on the development of the skills and behaviours desired for employment. Extending higher level learning and maturing the specialist nature of Our Offer. The Covid-19 outbreak has accelerated our progress towards digital immersion, which provides choice and flexibility in terms of modes of learning. We recognise the strength that partnership provides and will continue to explore opportunities to develop and continually improve inclusive provision.



## "Our OFFER"



#### **1. EXCELLENT QUALITY**

Develop a new strategy that defines our high expectations of our Quality of Education and focus on Our People as leaders of learning.

High quality will be at the core of Our Offer with a clear curriculum intent for each of the provision types and sector subject areas.

We will review the ever-changing social and economic landscape to ensure our curriculum Offer is fit for purpose.

Our quality systems will be transparent and explicitly aligned with the achievement of the College Strategic Plan.

## 2. SOCIAL JUSTICE

Our curriculum Offer is inclusive of a person's individual needs, and we educate and advocate for those people who need to upskill to find work or who require moderate learning support to access opportunities.

There will be clear focus on wider skills development to support the social mobility of all our students and apprentices.

We will be inclusive and embrace diversity to support active citizenship. For young people, we will nurture the development of characteristics and behaviours for success including authenticity, resilience, collaboration and aspiration.

## **3. HIGHER LEVEL LEARNING**

We will articulate our higher level learning Offer, including defining Our specialisms for full-time, parttime students and apprentices.

We will be ambitious in Our Offer and aspire to be local and regional specialists in high level technical skills supporting employers to upskill their workforce.

Each study programme and education route will have a defined purpose and will be designed to have a positive impact on students and apprentices.



### 4. DIGITAL IMMERSION

Incorporate a new digital strategy which places digital immersion at the heart of teaching and learning and ensures that our students, apprentices and customers have safe access to remote learning flexibilities.

We will ensure that Our People have the tools, skills and knowledge to facilitate digital immersion to support access to blended and on-line delivery.

The development of digital and technical skills will be a golden thread throughout all our education routes so that all of our students leave us with the required level of digital literacy.

### S. TECHNICAL EDUCATION

Our People will be industry experts and be at the forefront of technical upskilling.

We will develop and deliver T Levels across the subject sector areas focussing on Health Science, Science and Land-based subject areas initially.

We will work in partnership with our students and apprentices to model excellence in practice.

We will focus on a 'One College' vision of teaching, learning and assessment embodied by reflective, passionate, enthused teachers and assessors through communities of practice.

## 6. PROGRESSION

We will create clear 'Progression Pathways' information for students, schools, parents so that the journey to specific careers can be seen.

There will be a consistent focus on bringing careers to life and promotion of Our Offer through progression opportun<u>ities.</u>

We will have strong connectivity to businesses, so students have a higher level of career focus and access to opportunities.

We will assess the impact of our curriculum Offer through high quality, positive destinations for all our student and apprentices.





# **STRATEGIC IMPLEMENTATION**

# "Our PEOPLE"

Until fairly recently, the 9-5 working week was the accepted model of how colleges operated. Employees' dedication and drive was largely measured by how long they spent in the office and how many personal sacrifices they were prepared to make. We need to create a culture that focuses on both the achievement of our students, apprentices and customers and the well-being of our employees. The environment that we once knew, before the Covid19 outbreak, has been challenged by dynamic and innovative new ways of working, which stand to benefit Our People. As leaders, we recognise that getting the best out of people requires a different kind of environment and a more flexible approach to work.



## "Our PEOPLE"



#### 

We recognise that the wellbeing of Our People is central to our mission to Enrich Lives Through Learning.

We are consistent in the attributes and ways of working that underpin our organisational effectiveness.

We will formalise our attraction and retention plan in order to introduce new skills and talent to our organisation.

We will invest in the health of **Our People.** 

We ensure that giving something back is a priority for our organisation.



We will constantly strive to be an inclusive employer.

Our culture involves all of Our People, enables openness and facilitates interaction and communication.

We believe that if we empower Our People through engagement, we can transform the way we work forever.

We operate sustainable practices, recognising that sometimes the cheapest options aren't always the best solution for the environment.

Craven College is responsive and recognised on national platforms as a leading, rural College.

#### **O**° 9 PRODUCTIVITY

We build confidence and optimism within individuals and teams, giving them the skills to lead learning within a digitally immersive environment.

We have high aspirations for our learners.

We deliver "more for less".

**Career incentives motivate and** appreciate Our People.

We believe that Our People should have an effective representation.





#### 10. PROCESSES

We will review our staffing budgets in order to provide a greater proportion of Our People with job security.

We will survey Our People to ensure that we understand their circumstances in a post Covid19 world.

We will develop new freedoms and flexibilities, that enable Our People to work smarter.

Our new staff will receive a comprehensive on boarding.

We safeguard Our People.



We consider that a hard day's work deserves a fair day's pay.

We aspire to offer all of Our People access to tangible benefits, which make us an employer of choice for the region.

We are stronger together. We will achieve synergy in our staffing structures.

Happy staff deliver exceptional customer service. We will develop our recognition systems, to ensure that Our People know how thankful we are that they are part of our team.

We will find a way to incentivise Our People, in recognition of their hard work and achievement.



We will ignite and empower Our People as leaders of learning.

We invest in Our People to enable them to play their full part in helping us to achieve our mission.

With our learners at the heart of everything that we do, we strive to deliver high quality technical education and training.

Our People have the opportunity to grow and develop.

We will prepare a succession plan, to ensure that no post is left vacant in the future, without the necessary expertise to cover it.

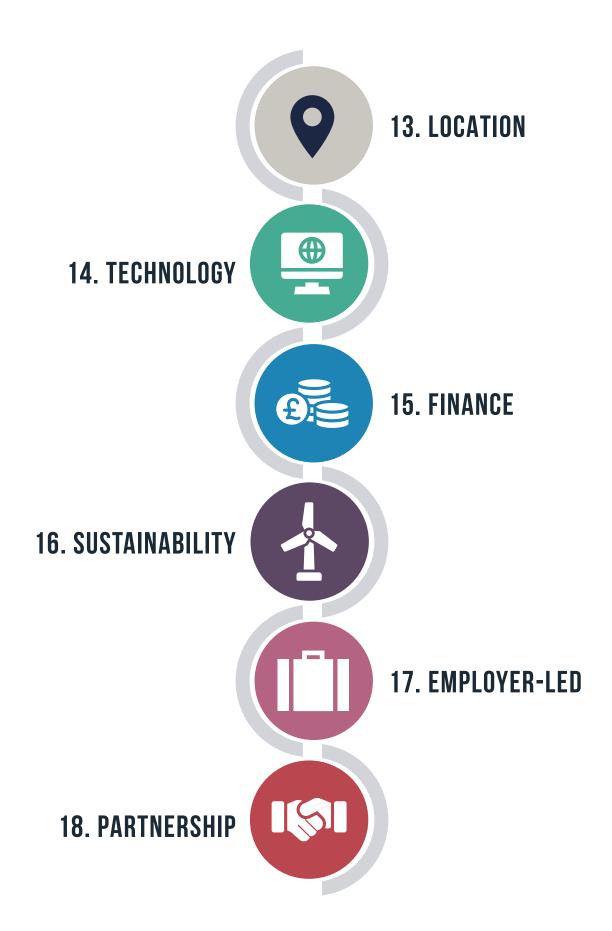




# **STRATEGIC IMPLEMENTATION**

# "Our POSITION"

In this ever-connected world, Our Position is one of geography, technology and reputability. The relentless financial challenges shape our focus on sustainability, promoting a keen spotlight on ensuring we deliver high-quality learning, investing in ensuring the durability of relationships with our students, apprentices, customers and stakeholders. We will continue to enhance customer satisfaction, by meeting their needs with provision which we will constantly challenge to be more flexible in terms of its facilitation. We will continue to explore opportunities to collaborate, to the benefit of Our Offer whilst underpinning synergy with business standards.



## "Our POSITION"



We have a distinctive presence in the Craven area but we are not a prisoner of geography.

We will aim for educational synergy with business standards.



We are connected to the world through reliable, high speed, secure internet access enabling communication at any time from any place.

We will realise digital immersion, offering choice on how to engage in learning.

We will invest in technology in order to automate many processes and introduce "lean" principles into our systems and procedures. 5. FINANCE

We have strong financial health

We will invest in opportunities to diversify our income and reduce our reliance on public funding.

We will strive to adopt more commercial practices.





#### **16. SUSTAINABILITY**

We are committed to the Climate Action Roadmap.

We will promote socio-economic sustainability through learning.



We will establish a whole-College approach to key stakeholder engagement.

We will be flexible to meet our customer needs.

We will exceed our customer's expectations.



We are aligned to Local, Regional and National Strategy.

We will promote innovation and collaboration.





# **STRATEGIC IMPACT**



#### A Great Reputation that

- Consistently sets a culture of high expectation, consolidates and improves Our Offer, and advances inclusivity in all of our practices
- Realises opportunities and explores complementary partnerships
- Promotes both the green agenda and secures socio-economic sustainability for our community



#### Sound Financial Health that

- Generates financial surpluses by focusing on growth, diversification and sound cost management
- Incorporates a new digital strategy which places digital immersion at the heart of teaching and learning and ensures that our students, apprentices and customers have safe access to remote learning flexibilities
- Ensures that surpluses are reinvested in future, sustainable developments



#### **Excellent Education that**

- Defines our high expectations of our Quality of Education and focuses on Our People as leaders of learning
- Establishes progression pathways with a clear line of sight to employment, to best serve the needs of our community
- Promotes behavioural competencies that empower authenticity, resilience, collaboration and aspiration in Our People and our learners, meeting employer expectations



## Enriching lives through learning

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