



Craven College

"Our **FUTURE"**

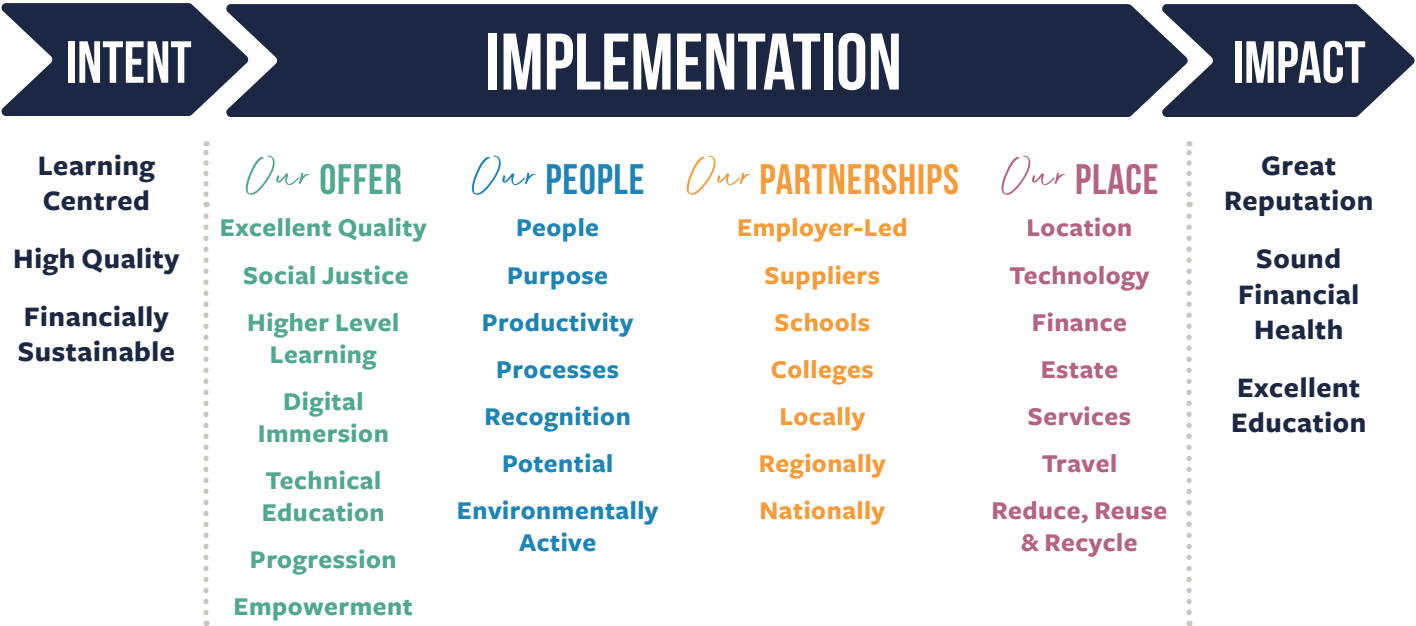
Strategic Plan 2020-2025

Update 2022

CONTENTS

SUMMARY	3
WE ARE	4
OUR MISSION	6
OUR VISION	6
OUR BEHAVIOURS	7
OUR UNITED VALUES	8
STRATEGIC INTENT	9
STRATEGIC IMPLEMENTATION	12
OUR OFFER	12
OUR PEOPLE	16
OUR PARTNERSHIPS	20
OUR PLACE	24
STRATEGIC IMPACT	28

SUMMARY



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, part-time adult education and courses for business.

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 became 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. Its HQ at Craven Cattle Mart in Skipton.

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.





Over

3,700

students on full-time, part-time and apprenticeship programmes



5

locations across North and West Yorkshire



YORKSHIRE & HUMBER

I	N	S	T	I	T	U	T	E	O	F
T	E	C	H	N	O	L	O	G	Y	

Part of the Institute of Technology



‘OUTSTANDING’

Apprenticeships
Ofsted 2018



£1.25m

investment in estates and facilities since 2017



Over

450

members of staff employed across all campuses

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 **PARTNERSHIP**

Our **PLACE**

Our BEHAVIOURS

Our behaviours set out the range of aspects that contribute to being an effective Craven colleague, student or apprentice. These indicators of behaviour are not designed to be comprehensive, but provide a clear and consistent sense of what is expected at Craven. **Our behaviours** are used for recruitment, performance management, development discussions and planning progression. This Strategic Plan sets out what we intend to achieve, and our behavioural competency framework set out how we will work towards achieving our strategic impacts.



ASPIRATIONAL

CURIOUS

Inquisitive and interested

OPTIMISTIC

Have a positive outlook

PROGRESSIVE

Determined to succeed



AUTHENTIC

POSITIVE MINDSET

Committed and determined

RESPECTFUL

Inclusive and kind

SOCIALLY INTELLIGENT

Self-aware and employable



COLLABORATIVE

CONNECTED

Work well with others

INNOVATIVE

Creative and solutions-focussed

RESPONSIBLE

Takes ownership



RESILIENT

ADAPTABLE

Flexible

ENTHUSIASTIC

Can do attitude

PRAGMATIC

Sensible and realistic

Our UNITED VALUES



UNDERSTANDING AND RESPECT OF LAW

No one is above the law



NURTURE MUTUAL RESPECT

Challenging discriminating
behaviour



INDIVIDUAL LIBERTY

Freedom of speech



TOLERANCE OF OTHERS FAITHS & BELIEFS

All backgrounds, cultures,
religions and beliefs



EQUITY

Equality of opportunity
(e.g. race, disability, religion)



DEMOCRACY

Your opinion counts

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.

Audit our curriculum against the SDGs using the Responsible Futures Framework and accreditation



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.

Use the Sustainability Leadership Scorecard to measure, report and improve our progress on a whole institutional approach.

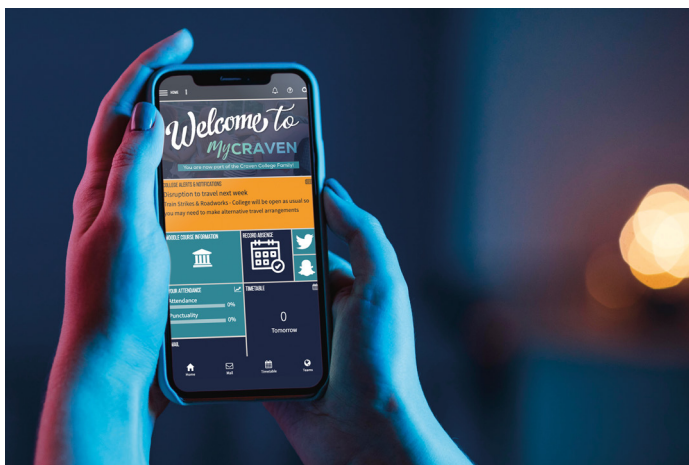


3. HIGHER LEVEL LEARNING

We will articulate our higher level learning Offer, including defining our specialisms for full-time, part-time 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.



5. 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.

We will develop new curriculum that has sustainability at its core.



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 opportunities.

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.

We will provide our students with information about the greening of jobs and incorporation of green skills.



7. INVOLVEMENT

We will brand a College Sustainability Action Group involving staff, students and apprentices, led by Sustainability Champions.

Our Students are satisfied with their programme of study, and young people are encouraged to get involved in Social Action projects.

Green skills are included as part of a sustainability curriculum for all students.

We will participate in Global Goals Teach Ins.

We will promote socio-economic sustainability through learning.

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"

 8. PEOPLE	 9. PURPOSE	 10.PRODUCTIVITY	 11. PROCESSES
<p>We recognise that the wellbeing of Our People is central to our mission to Enrich Lives Through Learning.</p>	<p>We will constantly strive to be an inclusive employer.</p>	<p>We build confidence and optimism within individuals and teams, giving them the skills to lead learning within a digitally immersive environment.</p>	<p>We will review our staffing budgets in order to provide a greater proportion of Our People with job security.</p>
<p>We are consistent in the attributes and ways of working that underpin our organisational effectiveness.</p>	<p>Our culture involves all of Our People, enables openness and facilitates interaction and communication.</p>	<p>We have high aspirations for our learners.</p>	<p>We will survey Our People to ensure that we understand their circumstances in a post Covid19 world.</p>
<p>We will formalise our attraction and retention plan in order to introduce new skills and talent to our organisation.</p>	<p>We believe that if we empower Our People through engagement, we can transform the way we work forever.</p>	<p>We deliver “more for less”.</p>	<p>We will develop new freedoms and flexibilities, that enable Our People to work smarter.</p>
<p>We will invest in the health of Our People.</p>	<p>We operate sustainable practices, recognising that sometimes the cheapest options aren’t always the best solution for the environment.</p>	<p>Career incentives motivate and appreciate Our People.</p>	<p>Our new staff will receive a comprehensive on boarding.</p>
<p>We ensure that giving something back is a priority for our organisation.</p>	<p>Craven College is responsive and recognised on national platforms as a leading, rural College.</p>	<p>We believe that Our People should have an effective representation.</p>	<p>We safeguard Our People.</p>
	<p>Our culture involves all of Our People, enables openness and facilitates interaction and communication.</p>	<p>We promote hybrid working focussing on work as an activity rather than the place (physical and digital) that it is performed.</p>	



12. RECOGNITION

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.



13. POTENTIAL

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.

Ensure that all staff have sustainability objectives, and are aware of their responsibilities.

Our staff have individual digital devices that empowers them to innovate through increased connectivity.



14. ENVIRONMENTALLY ACTIVE

We will develop our curricula to specifically include environmental sustainability in a relevant vocational and technical context.

We will ensure that all staff are trained in environmental awareness.

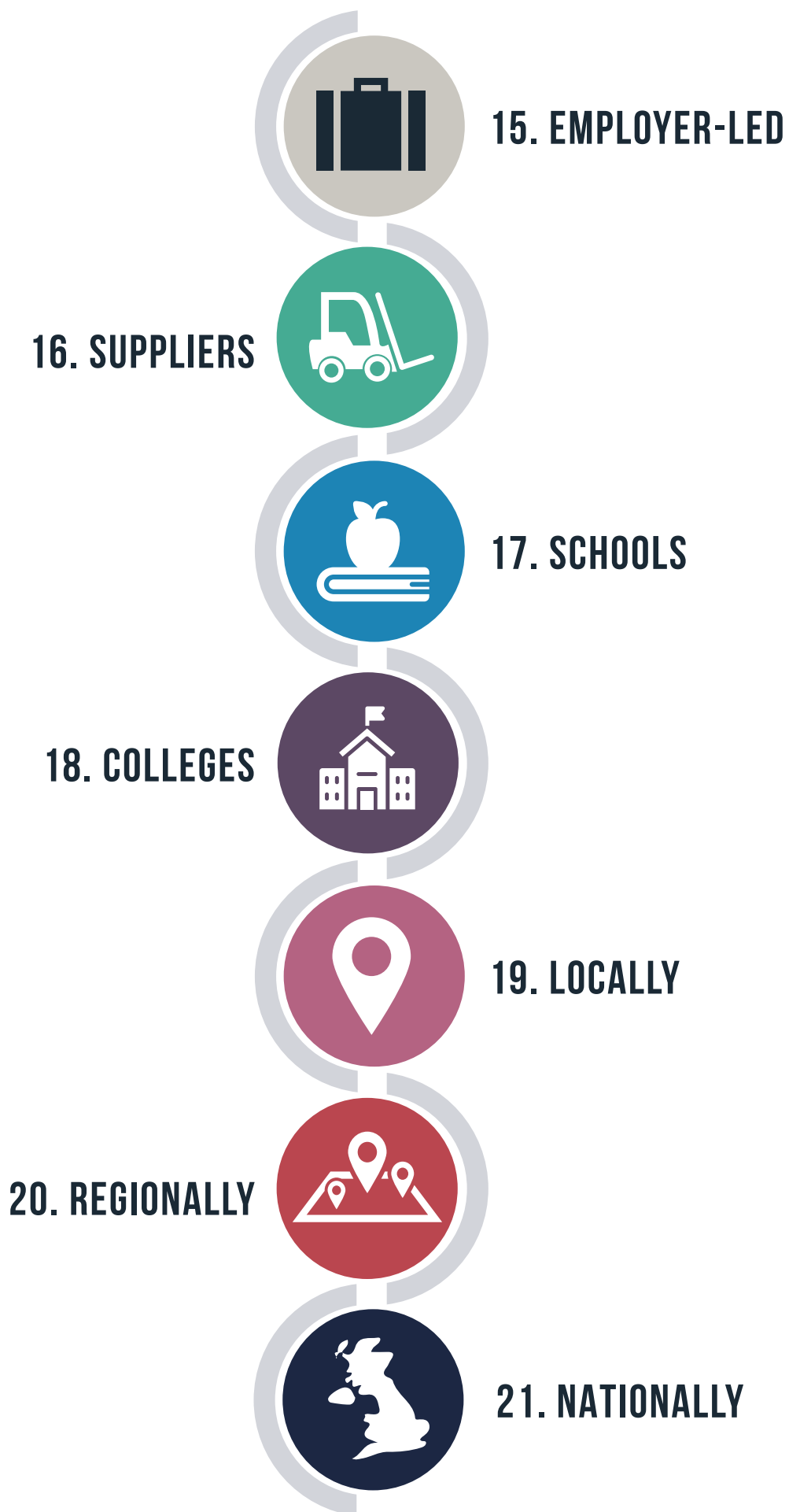
We will train our teachers to incorporate sustainability into curriculum for all of our courses.

Develop sustainable working practices for our staff e.g. shared travel to work scheme.

STRATEGIC IMPLEMENTATION

"Our PARTNERSHIPS"

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 PARTNERSHIPS"



15. EMPLOYER-LED

We will work with key employers to develop further "Academies", building on the success of Aviation.

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 will promote innovation and collaboration.



16. SUPPLIERS

We will choose to work with other bioethical partners.

Work with our suppliers to ensure that we only use ethically sourced products.



17. SCHOOLS

Promote an annual Green Week, focussing on sustainability issues.

Work through the Craven Secondary Heads to deliver on the DfEs Climate Change and Sustainability Strategy.



18. COLLEGES

Become an FE advisor to the EAUC - The Alliance for Sustainability Leadership in Education.

Partner with other colleges to share our carbon footprint data and collaborate on curriculum initiatives.

Lead the York, North and East Yorkshire Colleges Sustainability Group.

Contribute to the AoC Green Thread Policy Group.

We will benchmark our performance against other institutions within the sector.

Establish a College-wide Sustainability Action Group involving staff, students and apprentices, led by Sustainability Champions.



19. LOCALLY

We will ensure that the College plays a lead role in development of Sustainability strategies, through collaboration with new and established partners.

We will work with our local community to improve local biodiversity.

We will develop a communications and engagement strategy to be delivered alongside Our Sustainability Pledge.

Strengthen our role in the Craven Climate Action Partnership.



20. REGIONALLY

Work together to promote collaborative working between our stakeholders .

Work with the York and North Yorkshire Local Enterprise Partnership to be Carbon Negative by 2034.



21. NATIONALLY

Achieve a Green Gown or AoC Beacon Award for our work on promoting sustainability.

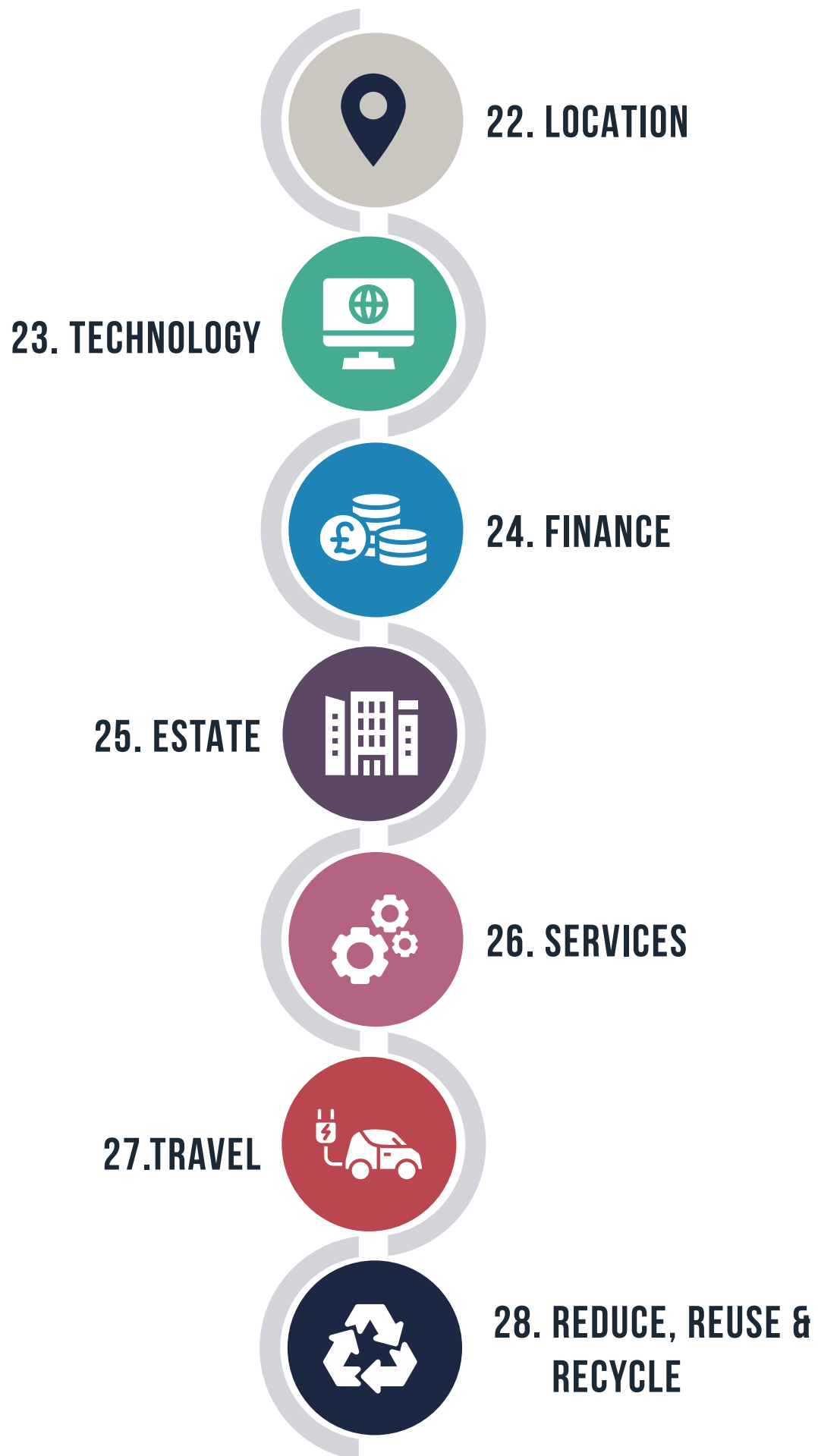
Sign the Global Climate Letter declaring a climate emergency and committing to the societal change that needs to occur.



STRATEGIC IMPLEMENTATION

"Our PLACE"

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.



"Our PLACE"



22. LOCATION

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 will develop our Estate Strategy, capitalising on the benefits of our beautiful woodland campus, at The Gateway to the Dales.

We will endeavour to develop College businesses which operate commercially as an education resource such as The Craven Arena, 3 Peaks Bistro and The Style Academy.



23. TECHNOLOGY

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.



24. 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.

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

Commit dedicated budget towards achieving our net zero ambitions.



25. ESTATE

Achieve ISO 14001 in Environmental Management.

Commit to annually updating our decreasing Streamlined Energy and Carbon Reporting.

Increase the proportion of sustainable food options on our campus.

Implement renewable energy across all of our estate.

Implement strategies to reduce energy use.

Strive to improve our building BREEAM ratings to "Very Good".





26. SERVICES

Find alternatives to single use plastic items and promote.

Investigate the implementation of sustainable food schemes e.g. Incredible Edible, FareShare, Skipton Food Bank, ReFood.

Promote the consumption of sustainably sourced food, and encourage plant based options.

Promote volunteering roles, aligned to increasing environmental awareness and sustainability.

Measure college carbon footprint using existing data.



27. TRAVEL

Convert our college vehicles to low emission vehicles.

Implement policies to reduce travel that uses hydrocarbon fuel.

Increase the number of electric charging points on campus.

Secure our technological future to ensure that Working From Home for our staff, and blended digital learning continues to be an equitable alternative to campus attendance.

Take positive action to encourage walking, cycling, shared travel schemes and the use of low emission vehicles for college purposes.



28. REDUCE, REUSE & RECYCLE

We are committed to the Climate Action Roadmap.

Develop a fossil fuel divestment plan.

Ensure that we have recycling stations in every building.

Recycle wastewater across our campus.

Reuse as much as possible and significantly decrease our waste that is going to landfill .

Set targets to ensure that all surplus resources that are used for teaching and learning, are recycled, e.g. wood, paper, textiles.

Set targets to reduce the waste on campus by 50%.



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

Craven College
Aireville Campus
Gargrave Road, Skipton
North Yorkshire, BD23 1US
Tel: 01756 791 411

enquiries@craven-college.ac.uk
www.craven-college.ac.uk

