

# CANTERBURY COLLEGE STRATEGIC PLAN 2011-2012

## Introduction

Canterbury College's Strategic Plan 2011-12 sets out our vision, values and mission and our core overall strategic aims. Following consultation with our Corporation Board, stakeholders and student representatives, the Plan clearly outlines the future strategic direction and related headline key performance indicators our provision and services will work towards in order to achieve our mission and vision. The Strategy communicates the role that Canterbury College will play through its engagement of learners, employers and communities as the College strives to build and enhance our role and reputation locally, regionally, nationally and internationally.

## A Plan for Change

Canterbury College was established in 1947 at the heart of the historic City. Since then the role of and demand for academic and vocational further education has changed immeasurably. Today the UK and not least Kent, faces enormous economic and social challenge, amid rapid and fundamental change to the way government interfaces with the public and private sectors and indeed the community and voluntary sector. The complexion of business and enterprise and community engagement will undoubtedly evolve and adapt to changed times. Canterbury College sees itself as playing a key role in engaging with and supporting an adaptive future with all our stakeholders. The Canterbury College Strategic Plan seeks to enable us to pro-actively meet these challenges through the delivery of first class services, effective learner, business and community engagement and by principally ensuring that the right education and training offer is in place for a modern global environment.

## Canterbury College – Kent's Leading USP (Unique Skills Provider)

Despite the City of Canterbury being a wonderful World Heritage Centre, the College is not a static organisation. It is a vibrant, exciting place with a culture of development and innovation. The Canterbury Campus has benefitted from an on-going substantial redevelopment. Over £80m has been invested since 2007 to provide state-of-the art facilities for our learners, staff, businesses and the wider community.

These include new purpose built; Animal Care Centre, Art & Design Studios, Children's Centre, Conference facilities, Construction Workshop, Dance studios, Electrical and Engineering workshops, Floristry shop, Food Court, Gas Centre, Library, Motor Vehicle workshop, Performing Arts theatre, Plumbing centre, radio and TV studios, Science Labs and more. A new building housing Hair & Beauty, Public Services, Veterinary Nursing, Sports Sciences, Childcare / Early Years and Health & Social Care provision compliments the campus from early 2012. The Corporation and the College is fully committed to completing full redevelopment of our main campus site going forward.

This Strategic Plan will underpin our continuing commitment to achieving excellence as Kent's leading unique skills provider. We look forward to working with you to achieve this Plan's aims and aspirations in the exciting years ahead.

Alison Clarke  
Principal & Executive Director

Colin Carmichael  
Chair of the Corporation

# OUR VISION, CORE VALUES & MISSION

## Vision

To be the best college in the South East

## Core Values

- ❖ Inclusivity and equality of opportunity
- ❖ Raising standards
- ❖ Responsiveness and flexibility to the needs of learners, employers and communities
- ❖ Treating each other with respect
- ❖ Being purposeful in what we do

## Mission

To be the best in teaching and learning

***To inspire, innovate and deliver success in all that we do***

## Single Equality Scheme Statement

The College's Single Equality Scheme sets out the actions that the College is taking to develop and progress equality and diversity in service delivery and employment practice. The Single Equality Scheme will further develop our statutory, public and moral responsibilities with respect to equality and diversity, including other key strands such as religion and belief, age and sexual orientation. This approach is also effective for identifying and responding to multiple discrimination. The Equality Scheme demonstrates the way in which the College will meet the implications of the general and specific duties:

- ❖ Involve and consult with appropriate stakeholders
- ❖ Gather information which is relevant and use it to review the implementation of the schemes objectives
- ❖ Assess the impact of current and future service functions and policies on equality and diversity
- ❖ Implement the actions as stated in the scheme

**Note:** Information on our Single Equality Scheme and Equality & Diversity statistics and outcomes is available at [www.cant-col.ac.uk/about-canterbury-college/equality-diversity](http://www.cant-col.ac.uk/about-canterbury-college/equality-diversity)

Canterbury College is an equal opportunities employer.

# ACHIEVING SUCCESS

The College is a dynamic and significant business in its own right and a major contributor to the regional economy. The following provides a snap-shot of what the College has achieved in its role as one of the sub region's most successful Further Education Colleges:

- ❖ Over 9,000 students of which 58% are full time
- ❖ With over 4,000 students aged 16-18 the College is the largest single education and training provider in East Kent
- ❖ With over 700 students the College is the largest non-university higher education provider in East Kent
- ❖ Over £34m annual income of which £28m is dedicated to further education
- ❖ Outstanding financial rating supports investment of over £80m in our state-of-the-art city campus
- ❖ First general further education college to gain the Training Quality Standard in Kent
- ❖ We work with over 450 employers every year providing training and student recruitment services
- ❖ Apprenticeship contract worth well over £1m enables us to help train over 400 Apprentices per year
- ❖ Other employer training has enabled the up-skilling of 2,000 employees a year
- ❖ 88% of employer highly satisfied with our training
- ❖ LSIS good practice recognised training and student recruitment service (CTR)
- ❖ Our higher education provision is highlighted in the QAA HE Good Practice Guide for its quality management
- ❖ As a provider to international students we have Highly Trusted Sponsor status with the UK Borders Agency
- ❖ Approximately 730 full and part time staff
- ❖ Investors in People (Gold) status employer
- ❖ Matrix Standard (information, advice and guidance services) accredited provider
- ❖ Kent's leading World Skills UK competition college with multiple Gold medallists and finalists
- ❖ UK's best FE Students' Union as recognised by the NUS (finalist for three successive years)

## Strategic Aims and Key Performance Indicators

The following sections of this Plan set out our Strategic Aims. Each Directorate has its own priority statements relating to each over-arching strategic aim. These are each supplemented by a Key Performance Indicator. The KPIs do not necessarily define a numerical output but rather a means of measurement as it is intended that the KPIs can evolve with annual planning and policy changes over a number of years. Therefore the annual targets underpinning the KPI measures are presented in the Directorate Development Plans and other relevant strategic documents.

# CANTERBURY COLLEGE STRATEGIC PLAN 2010 – 2012

## OVERALL STRATEGIC AIMS

### **Strategic Aim One – Quality of Teaching and Learning**

- ❖ To pursue excellence in all that we do, ensuring students are provided with high quality programmes and services and to demonstrate this by a commitment to continuous improvement and innovation in teaching and learning; an up to date and stimulating learning environment and a well designed curriculum which reflects the aspirations of our students, social and economic priorities and the needs of the community we serve.

### **Strategic Aim Two – Growth and Development**

- ❖ To achieve a significant growth in the College's student numbers through expanding areas of strong demand, identifying new areas for development, keeping the programme portfolio under regular review, and operating effective recruitment processes demonstrating progress and success through the Framework for Excellence.

### **Strategic Aim Three – Student Experience**

- ❖ To provide an appropriate framework of academic, social and personal support, to ensure that students at all levels and from all backgrounds value the experience of studying at the College and are able to achieve their full potential.

### **Strategic Aim Four – Equality and Diversity**

- ❖ To foster an environment in accordance with the law and duties set by the Equality Commission, which is committed to and supportive of diversity, the free exchange of ideas, tolerance and equal opportunities, and to work to raise aspirations and widen access to further and higher education in general and to the College in particular.

### **Strategic Aim Five – Business and Community**

- ❖ To place the College at the heart of the business and wider community as a high quality and unique skills provider in East Kent and as an essential venue and resource to the business, community and voluntary sectors, by being responsive to their needs and meaningfully engaging with them as beneficiaries, stakeholders and core partners.

### **Strategic Aim Six – Finance**

- ❖ To secure, through growing income and robust financial management, an expanding surplus to invest in the College's development and resources to support the achievement of its strategic aims.

### **Strategic Aim Seven – Infrastructure**

- ❖ To provide an increasingly strong infrastructure to support the College's academic and other activities, by improving the campus environment, the management and resourcing of the estate, its equipment and information systems.

### **Strategic Aim Eight – Human Resources**

- ❖ To recruit and retain high quality and appropriately qualified staff in all areas of the College, to provide an effective framework for staff development, to develop good management and leadership skills, to develop an effective culture of clear, two way communication between staff and management, and to reward good performance.

### **Strategic Aim Nine – Communications and Stakeholders**

- ❖ To ensure, through an effective marketing and communications strategy, that the College's strengths and achievements are communicated and appreciated, and to build relationships with stakeholders in order to obtain varied and sustainable contributions to the work and development of the College.

### **Strategic Aim Ten – Management and Administration**

- ❖ To ensure governance and management systems and the administrative structure are appropriate for the delivery of the College's strategic aims, to provide good and timely information for the planning process, and to ensure that the culture of management rests on both leadership and consultation.

## FURTHER EDUCATION CURRICULUM – PRIORITIES

### **Aim: Quality of Teaching & Learning**

To encourage and support each learner to achieve their potential through the highest standards of teaching and learning.

#### **Key Performance Indicator:**

To demonstrate improvement by achieving and exceeding national teaching and learning grade profiles.

### **Aim: Growth & Development**

To expand and diversify innovative and high quality areas of curriculum delivery which meet the needs and deliver the skills required by learners, employers, the community and economy.

#### **Key Performance Indicator:**

Achievement of and growth in learner numbers through core and diverse of income streams across the Directorate

### **Aim: Student Experience**

To provide a safe and creative learning environment which supports students through high quality tutorial support, encourages opportunities for enrichment, experience of work and is responsive to the "learner voice" to inform decision making.

#### **Key Performance Indicator:**

Effective engagement and gathering of learner feedback to improve the learning experience and that all curriculum areas demonstrate census point improvements.

### **Aim: Equality & Diversity**

Promote equality and diversity by delivering fair accessible and relevant learning and support services

#### **Key Performance Indicator:**

Increased participation and parity of success for all groups of learners

### **Aim: Business & Community**

To ensure our offer is responsive to local business and community needs and to develop this offer in partnership with the community in accordance with high training quality standards.

#### **Key Performance Indicator:**

Provision of a coherent and demand led training offer for employees and businesses underpinned by effective improvement based employer satisfaction and impact assessments including feedback from stakeholder groups to development the curriculum and improve the employability of students

### **Aim: Finance**

To develop a strong financial base through meeting learner numbers in an efficient way promoting value for money and developing additional diverse funding streams

#### **Key Performance Indicator:**

Income and expenditure managed effectively so as to provide value for money and remain within budget

### **Aim: Infrastructure**

Continue to maximise our resources to create a stimulating learning and work environment

#### **Key Performance Indicator:**

A learning environment that is safe and visually interesting to promote learning with resources that meet the needs of all groups

**Aim: Human Resources**

We will continue to develop our workforce building on the IIP gold framework to ensure we deliver high quality at all levels of the organisation.

**Key Performance Indicator:**

A workforce with the skills and knowledge to provide excellence which is supported to bring about continual improvement

**Aim: Communications and Stakeholders**

To deliver high quality learning through successful partnership working with all our stakeholders

**Key Performance Indicator:**

Regular and productive meetings with partners and other stakeholders to maintain effective working relationships

**Aim: Management & Administration**

To ensure our management processes continue to raise the quality of our teaching and learning to achieve maximum effectiveness and efficiency.

**Key Performance Indicator:**

Effective and efficient management of all aspects of the Directorate's work with clear and ambitious leadership for improvement

## HIGHER EDUCATION & INTERNATIONAL PROVISION – PRIORITIES

### **Aim: Quality of Teaching & Learning**

To provide a high quality, inclusive teaching and learning experience for all students that equips them for employment or progression to further studies.

#### **Key Performance Indicator:**

Innovative and inspirational teaching and learning that gives students the skills and knowledge for positive employment or progression outcomes

### **Aim: Growth and Development**

To proactively pursue opportunities to increase student numbers, regularly reviewing and updating the curriculum to ensure it remains relevant and of interest to prospective students and employers.

#### **Key Performance Indicator:**

Growth in student numbers and diversification of income streams across the Directorate

### **Aim: Student Experience**

To achieve a high level of student satisfaction with their learning experience and promote opportunities for students to engage in discussion relating to their programmes of study.

#### **Key Performance Indicator:**

Increase in the proportion of students engaging in feedback to improve their learning experience and in the percentage of students who feel that the College responds well to student feedback

### **Aim: Equality and Diversity**

To embed equality and diversity in the work of the Directorate, advocating a diverse student and staff body where every learner is valued and supported.

#### **Key Performance Indicator:**

Increased participation and parity of success for all groups of learners

### **Aim: Business and Community**

To engage with employers and the local community to design programmes that provide the employability skills they require.

#### **Key Performance Indicator:**

Feedback from stakeholder meetings used effectively in the development of the curriculum to improve the student experience and employability of students

### **Aim: Finance**

To manage the Directorate's income efficiently and explore additional sources of funding for further growth.

#### **Key Performance Indicator:**

Income and expenditure managed effectively so as to provide value for money and remain within budget

### **Aim: Infrastructure**

To maintain an appropriate and safe high quality learning environment and resources.

#### **Key Performance Indicator:**

A learning environment that is safe and visually interesting to promote learning with resources that meet the needs of all groups

### **Aim: Human Resources**

To recruit and maintain an appropriately qualified and experienced staff team who are encouraged, developed and supported to carry out their roles effectively.

**Key Performance Indicator:**

A workforce with the skills and knowledge to provide excellence which is supported to bring about continual improvement

**Aim: Communication and Stakeholders**

To maintain clear, regular and effective lines of communication with all partners and stakeholders.

**Key Performance Indicator:**

Regular and productive meetings with partners and other stakeholders to maintain effective working relationships

**Aim: Management and Administration**

To provide strong leadership and management to encourage continuous improvement and efficient planning and reporting.

**Key Performance Indicator:**

Effective and efficient management of all aspects of the Directorate's work with clear and ambitious leadership for improvement

## **BUSINESS DEVELOPMENT & ASSOCIATED SERVICES – PRIORITIES**

### **Aim: Quality of Teaching & Learning**

To design, develop and deliver high quality provision which meets the needs of employers, individuals and our communities, achieves National Success Rates employer satisfaction and positive impact, whilst developing effective relationships with business by engaging employers in curriculum development and quality improvement.

#### **Key Performance Indicator:**

To exceed National Success Rates for Employer focused work.

### **Aim: Growth & Development**

To achieve significant growth in training and development activities in order to improve workplace skills and competitiveness.

To make effective use of LMI to enable timely curriculum planning and to maximise capacity building and to engender a progressive and client focused business approach across the College.

#### **Key Performance Indicator:**

To generate and grow income through Business Development, Employer Engagement, Project and other activities. (including : maximising Contract Values (MCVs))

### **Aim: Student Experience & Employer**

To improve responsiveness and pro-activity whilst ensuring high standards and consistent approach to meet business and community needs, whilst ensuring learning and situational needs of all learners, irrespective of where delivery takes place, are fully supported and of the highest standard.

#### **Key Performance Indicator:**

To improve trainee and employer satisfaction and to improve positive impacts on employers year on year.

### **Aim: Equality and Diversity**

To embed equality and diversity in the work of the Directorate, advocating a diverse student and staff body where every learner is valued and supported.

#### **Key Performance Indicator:**

Increased participation and parity of success for all groups of learners and to extend our work in this area to our partners and employer clients.

### **Aim: Business & Community**

To provide employers and the community with accessible, flexible and high quality education and skills training, that benefits individuals their communities and economic growth.

To work in partnership with employers, key agencies, communities and other stakeholders to provide training and development opportunities for employees and businesses.

#### **Key Performance Indicator:**

To evidence increased business and community engagement through pro-active income generation, collaboration and partnerships.

### **Aim: Finance**

To maximise new business and community development opportunities and identify new streams of funding to support activities which have impact and tangible outcomes.

To generate funding through the provision of employer responsive training, promotional events, corporate lets and sponsorship opportunities.

#### **Key Performance Indicator:**

To improve cost effectiveness, income growth and operational efficiency.

To identify, maximise and realise sponsorship, Trust or other sources of additional income to support the College's continued capital developments.

**Aim: Infrastructure**

To ensure the College infrastructure meets the demands and needs of all stakeholders and the wider community and to work towards its continuous improvement.

**Key Performance Indicator:**

To ensure the quality of what we do is of the highest standard through effective systems and delivered in the best possible appropriate environment.

**Aim: Human Resources**

To ensure performance and capability and CPD needs of staff delivering training solutions and commercial services, are reviewed regularly to improve the quality and standard of our services.

**Key Performance Indicator:**

To ensure the right people are employed in the right posts to meet evolving business needs and receive annual appraisals, CPD planning and training is undertaken.

**Aim: Communications and Stakeholders**

To ensure mutually beneficial relationships with our customers, stakeholders and communities which maximise the aims and development of the College through effective communication.

To contribute to the economic, cultural and social well being of the business and wider community by enabling effective knowledge transfer at all levels of skills training.

**Key Performance Indicator:**

To ensure the quality of what we do is of the highest standard through effective systems and pro-active to the needs of our stakeholders.

**Aim: Management & Administration**

To ensure that management systems are efficient to maximise delivery of Business services and provision and to ensure the quality of what we do is of the highest standard.

**Key Performance Indicator:**

To improve cost effectiveness and operational efficiency of our employer and community work through clear management and administrative processes.

## STUDENT SUPPORT SERVICES – PRIORITIES

### **Aim: Quality of Teaching & Learning**

To support dialogue with learners to achieve the best possible match of their expectations and the teaching and learning offer.

#### **Key Performance Indicator:**

Outcomes of monitoring activities, questionnaires, surveys and focus groups inform academic and support areas in their development of quality improvements

### **Aim: Growth and Development**

To propose and implement recruitment activities and initiatives which engage and contribute to an increase in student numbers and the learning offer.

#### **Key Performance Indicator:**

Recording and analysis of student interactions through enrolment days, open days, admissions services and other recruitment service routes and achieving bespoke initiative targets.

### **Aim: Student Experience**

To co-produce with students a broad program of enrichment opportunities which they view as outstanding in enhancing their lives as learners and individuals.

#### **Key Performance Indicator:**

A broad programme of enrichment activities is in place which is developed with students and is valued by them, which is evidenced by student feedback.

### **Aim: Equality and Diversity**

To actively involve learners and staff in meeting the expectations of the Equality Act and related equality and diversity policies.

#### **Key Performance Indicator:**

Provision of information and data with respect to equality and diversity and achievement of the Investors in Equality L1 and 2 and Leaders in Diversity standards.

### **Aim: Business and Community**

To actively seek business and community participation in the life of the College to the benefit of current and future learners.

#### **Key Performance Indicator:**

Develop and implement multi-agency meetings which result in increased opportunities for learners which will include safeguarding, equality and diversity and learning resources

### **Aim: Finance**

To maximise the Directorate's resources in support of the learner and learning and to explore additional sources of funding.

#### **Key Performance Indicator:**

Successful fundraising activities to support completion of the campus redevelopment including bespoke facilities for students with disabilities and / or learning difficulties.

### **Aim: Infrastructure**

To maximise the Directorate's facilities and responsibilities in support of the learner and learning.

#### **Key Performance Indicator:**

To ensure the quality of what we do is of the highest standard through effective systems and delivered in the best possible appropriate environment.

**Aim: Human Resources**

For the Directorate to recruit and develop staff enabling an outstanding support network for learners and staff.

**Key Performance Indicator:**

Appointment of additional specialist staff to improve student support services and CPD opportunities for staff across the College

**Aim: Communication and Stakeholders**

To work in partnership with statutory, voluntary, external and internal key agencies to ensure that the learning and support offer is wide and stretching.

**Key Performance Indicator:**

Development of collaboration with Connexions and other services which enables effective engagement of at risk groups including NEETS.

**Aim: Management and Administration**

To provide visionary, strong, motivational and inspirational leadership which creates a supportive culture and challenging targets in support of the learner and learning.

**Key Performance Indicator:**

To implement a quality circle to organise and agree the format, time-table, staffing and procedures to achieve an effective, efficient and successful enrolment process.

## FINANCE AND CORPORATE SERVICES – PRIORITIES

### **Aim: Quality of Teaching & Learning**

To support managers in the effective development and performance management of their staff. To operate an effective and welcoming recruitment service working with line managers to attract and select top quality academic and support staff who will work together to deliver good and outstanding teaching and learning.

#### **Key performance indicator**

Achieve increasing Teaching and Learning grade profiles and reduction in vacancy turnaround times.

### **Aim: Growth & Development**

To set and flex budgets to encourage activities in accordance with strategic plans and to plan resources and accommodation to support the plans.

#### **Key performance indicator**

Strategic plans used to inform and guide course and resource planning with delegated budgets derived from this annual planning round agreed and in place by September 2011.

### **Aim: Student Experience**

To be student centric, both in supporting high quality teaching and learning and also in providing a high quality customer service direct to students. To recruit and develop staff who will ensure the safeguarding of young and vulnerable adults.

#### **Key performance indicator**

Attain 100% successful completion of safeguarding training for all staff. Achieve increasing levels of student satisfaction.

### **Aim: Equality & Diversity**

To monitor policies and procedures, including the recruitment process, to ensure that equality and diversity is encouraged with no groups adversely disadvantaged or excluded. Statistical analysis and reports will be provided to managers to allow them to evaluate the effect of existing and proposed policies on equality and diversity. To develop the workforce to reflect at least the range and proportion of diversity found within its catchment population.

#### **Key performance indicator**

Publication of equality and diversity information including analysis, targets and impact. Achievement of stretching targets.

### **Aim: Business & Community**

Financial and funding guidance and support will be provided to managers to allow them to formulate attractive and cost effective training opportunities to employers. Business and community use of College accommodation and facilities will be encouraged through attractive packages and through the development of those resources.

#### **Key performance indicator**

provide information and targets ahead of course planning; increasing provision of training and accommodation to community and business users

### **Aim: Finance**

Strong financial planning, management and control will be exercised to allow the development and effective deployment of excellent teaching and learning facilities. Clear, timely and accurate financial information will be provided to managers to allow informed decisions at all levels within the College. A strong College financial position will be maintained in order to sustain resilience and to allow a flexible approach to current and future strategic challenges.

#### **Key performance indicator**

Achievement of strategic targets and maintenance of strong financial key ratios.

### **Aim: Infrastructure**

The directorate will develop and maintain campus accommodation, an ICT infrastructure and other facilities that will support high quality teaching and serve also to attract potential learners. Financial budgets will be set in support of the College's strategic aims and will be used to direct activity that supports and develops high quality teaching and learning.

**Key performance indicator**

Accommodation and resources to match course and resource planning. Achieve increasing levels of student satisfaction for resources.

**Aim: Human Resources**

HR will work with the senior management team and other managers to develop a staffing structure and quality of staff that matches the current and foreseeable needs of the College. Gaps and vacancies within the structure will be recruited to in a timely and effective manner to deliver a high quality workforce. To support managers in their management of staff attendance. Disciplinary and harassment matters will be dealt with in a considerate and effective manner. College expectations of staff conduct and behaviour will be communicated in a clear way and any breaches will be addressed using a consistent approach.

**Key performance indicator**

Increasing Teaching and Learning grade profiles and reduction in vacancy turnaround times with reduction in agency staffing. Implementation of staff development strategies to target weaknesses identified through analyses of capability and disciplinary proceedings

**Aim: Communications and Stakeholders**

Departments within the directorate will provide clear guidance on the range of services that they provide and that the means of accessing such services will also be clearly set out. Communications with existing and potential staff will be clear and professional. Correspondence will be timely and courteous.

**Key performance indicator**

Publication of directorate services and promotion within other College departments.

**Aim: Management & Administration**

To review and improve administrative processes to develop and match best practice. Procedures for accessing services will be monitored and developed to ensure that they are easy to follow and are kept simple and clear. To ensure and support managers in being considerate of their staff and to maintain and develop a detailed knowledge of all areas that fall within their sphere of responsibility. To ensure that levels of support and administration will be commensurate with the teaching and learning activities of the College.

**Key performance indicator**

Reducing levels of staff grievances; support and administrative levels and costs in best upper quartile for the sector; increasing levels of satisfaction from other department users.

## QUALITY & INNOVATIONS – PRIORITIES

### **Aim: Quality of Teaching & Learning**

To become a recognised Centre of Outstanding practice for Teaching and Learning through innovation, training, evaluation and sharing of best practice across the organisation and with external partners with a specific focus on delivering an outstanding learning experience for all.

#### **Key Performance Indicator:**

All Section Managers to complete revised individual CPD Action Plan with graded observation used to measure development outcomes for improvement of teaching and learning. Improved Teaching and Learning profiles with correspondingly improved Success rates.

### **Aim: Growth & Development**

To support growth and development by working closely with Managers and Teams in the development and promotion of curriculum innovation and strategies which ensure high levels of retention and achievement.

#### **Key Performance Indicator:**

Improved retention, reduced drop-out rate, achievement and success rates; evidenced in Executive Summary, SAR and Triennial Reviews.

### **Aim: Student Experience**

To actively listen and respond to the student voice; parent and employer feedback in order to continuously improve the quality of the learner experience.

To ensure actions are taken to meet learners' needs and enhance the quality of course provision through embedding student satisfaction evaluation outcomes into Annual Course Reviews and Self Assessment.

To actively work with the Students Union to innovate and expand the range of activities in which learners participate which contribute to the development of their learning experience.

#### **Key Performance Indicator:**

Improved CRO responses, increased use of learner voice responses in self-assessment processes and documentation. Increased participation of learner voice in the design and implementation of teaching, learning and quality documentation.

### **Aim: Equality & Diversity**

To ensure that the principles of equality & diversity continue to be embedded in all aspects of College activity through training, themed drop in observations and graded observations.

To organise and deliver effective training events including the Staff Conference and online training programmes.

To regularly review, analyse, report and provide recommendations for improvement in relation to equal opportunities data and to set benchmarks and targets for improvement on outcomes from destination data.

#### **Key Performance Indicator:**

Monitoring of revised EDIMs for the embedding of E&D, evidenced in improved Teaching and Learning grades and self-assessment of E&D data.

### **Aim: Business & Community**

To collect, analyse and evaluate all feedback surveys to ensure that the courses meet the skill requirements of employers and the needs of the community.

To support the Directorate of Business Development through the development and implementation of a Quality Framework for employer led provision.

To provide a Quality and Innovations support framework for new provider partners.

#### **Key Performance Indicator:**

Working with new provider partners and apprenticeships to provide full support and raise standards; evidenced in self-assessment documentation and QUIPs/Action Plans from provider partners.

### **Aim: Finance**

To participate in value for money analysis, providing strategies for growth, curriculum development and success improvement strategies.

To assist College departmental teams in the maximisation of income through appropriate choice of curriculum offer in liaison with the Funding Team.

**Key Performance Indicator:**

Improved cost-effectiveness of courses evidenced at SAR grading meetings.

**Aim: Infrastructure**

To provide a robust and rigorous Quality Assurance framework which meets and exceeds national standards and which underpins and supports the learning experience.  
To develop a culture of Self Assessment and continuous improvement to achieve the highest standards of education and training, as judged by learners, employers, Inspectorate, Funding Bodies and Stakeholders.

To ensure and maintain an effective system of target setting, monitoring, action planning, clear criteria, impact measurement and Self Assessment.

To embed a rigorous Red Alert status system for all provision which is deemed to be failing to meet learners needs.

**Key Performance Indicator:**

Continuous monitoring and revision of Quality Assurance procedures, processes and documentation to report evidence of performance; e.g. SARs, Executive Summaries, RAAPs, T&L grade profiles and Quality reports.

**Aim: Human Resources**

Undertake regular reviews and appraisals with all staff in the Quality and Innovations team.

Ensure staff are encouraged and supported in all areas of their own Continuous Professional Development and maximise staff development opportunities through dissemination of good practice and event and conference feedback.

**Key Performance Indicator:**

Timely completion of appraisals with all staff in the Quality and Innovations team. Regular provision of training in Management meetings to disseminate good practice gained through participation in CPD.

**Aim: Communications and Stakeholders**

To ensure timely reporting and the provision of clear Reports to highlight strategies which are having an impact and those which require further review and development.

To regularly review the format for reporting to Corporation and all stakeholders.

**Key Performance Indicator:**

Continuous monitoring and revision of Quality Assurance procedures and processes to report evidence of performance; e.g. SARs, Executive Summaries, T&L grade profiles, QMC, QC and College Performance Report.

**Aim: Management & Administration**

To employ all Further Education 'Measures of Success', OfSTED Common Inspection Framework and all Higher Education 'Quality Assurance' criteria as the tools for analysis, reporting and quality improvement.

To promote an inclusive and innovative team ethos which encourages all team members to take risks, be ambitious and inventive in their thinking.

**Key Performance Indicator:**

Monitor changes to all Further Education 'Measures of Success', OfSTED Common Inspection Framework and all Higher Education 'Quality Assurance' criteria to ensure inclusion in procedures, processes and documentation. Minutes of regular team meeting held where all staff are encouraged to bring forward innovative ideas.

## OLYMPICS 2012 STRATEGIC AIMS

Set out below are the strategic aims of the College's Directorates with respect to the 2012 London Olympics. The College is committed to the principles and values of the Olympic Games and through our activities wherever possible to stimulating interest in and supporting the London Games and its legacy.

### OVERALL STRATEGIC AIM

#### Olympics 2012 Aim

Maximise the social and economic opportunities of London 2012; embedding the Olympic values across Canterbury College learners and staff, enabling us to be recognised as one of the top participating Colleges by the London Organising Committee of the Olympic and Paralympic Games (LOCOG).

#### Further Education - Olympics 2012 Aim

To engage with the development and implementation of the Olympic Games in London 2012 to provide opportunities for our students to enrich their studies and develop new skills and opportunities.

#### Higher Education - Olympics 2012 Aim

To promote the Olympic values of excellence, friendship and respect to all staff and students

#### Business Development - Olympics 2012 Aim

To maximise opportunities to engage with the organisation of the Olympic games, through the promotion of our students, potential volunteering, employment and use of our facilities.

#### Quality - Olympics 2012 Aim

To support the development of innovative and high quality means of engagement with the Olympic values and to ensure inclusivity and sustainability of the Olympic ethics of fair play and transparency.

#### Finance - Olympics 2012 Aim

To support College events and activities associated with the build up to the Olympics.

#### Student Services - Olympics 2012 Aim

To seek out and maximize opportunities for staff and students in the preparation of the Olympic Games

## OLYMPIC LEGACIES

Even after the 2012 London Olympic Games the aspirational aspects of the above aims will remain embedded in the College's activities. The College was the first 'Get Set' FE College and one of our students designed the LOCOG Educational Logo. Our students continuously aspire to success at all times including through the World Skills UK events and a plethora of annual awards. We celebrate our students' and our staff's successes every year. For Canterbury College as we will not directly benefit from the Games' legacies our Olympic Legacy is our students and their success in all walks of life.