



strategic plan

2009 - 2012

inclusion and excellence

Contents

Section	Page
1. Introduction	3
2. Vision and Mission	4
3. Values	5
4. Local and national context	7
5. Review of previous strategic aims	9
6. Strategic aims and objectives 2009 - 2012	11

Introduction

The Guernsey College of Further Education is the only college of further and higher education in the Bailiwick.

The number of student enrolments exceeds 6000. These students enrol on a range of over 300 courses, from basic to graduate or post-graduate level.

The College staff comprises 76 full-time lecturers with over 100 part-time staff. The teaching staff is supported by 37 full-time administrators, technicians and caretakers.

The activities of the College are spread across four main campus buildings; the Coutanchez, the former Boys Grammar School at Brock Road, the Delancey campus, (in the building that was St Sampson's Secondary School), and the purpose-built Princess Royal Centre on the site of St Peter Port Secondary School.

The College serves the needs of the entire Bailiwick community, having students from all the islands; Guernsey, Alderney, Sark and Herm.

This Strategic Plan provides the organising principles for the College's operations in the period from 2009 to 2012.

It follows the previous strategic plan for 2005-8 which has been successful in progressing most of its aims.

Student numbers have grown, the range of courses on offer has been increased, the transformation of the College buildings has begun, and positive relations with local and national partners provide an excellent opportunity to move forward.

In planning for the future, we are used to operating in conditions which are constantly changing. However, as a result of the local, national and international economic situation, it is likely that this planning period will be marked by significant change.

As well as economic factors, the national changes to curriculum, especially the introduction of Diplomas, will have a major impact on the College.

Further progress on the Island Business Plan and the Workforce Development Plan will also require a response from the College.

The way in which the College adapts to this changing environment will determine the level of success in the next phase of development.

Vision

Inclusion and Excellence

Mission

The Guernsey College of Further Education will contribute to the success of the Bailiwick by playing a lead role in education, economic development and community life.

We will offer a broad range of learning opportunities for the benefit of the entire community. We strive to be an excellent provider of further and higher education.

We will provide a supportive learning community, with students' needs central to all our activities.

The curriculum will reflect the needs of the Bailiwick offering opportunities to develop academic, vocational and leisure interests.

The College will be characterised by mutual respect amongst staff and students, providing high levels of commitment to our students, clear leadership and inclusive decision making.

Working closely with partner organisations and local businesses, we will have a pivotal role in the development of the community.

Values

The values expressed in this section underpin the work of the College; they describe the culture we seek to create for our students, staff and stakeholders.

Teaching and learning

We are committed to continual quality enhancement in all aspects of the student experience, especially in the quality of their learning. We will promote creativity and innovation in teaching and learning

Respecting the individual

Respecting the needs of individuals, staff or students, is central to our care for people, regardless of differences in gender, ethnicity, religion or culture

Opportunities for everyone

We believe in equality of opportunity for everyone, regardless of their learning levels. We will strive to equip all our learners with the skills, knowledge and aptitudes they will need to succeed in an ever-changing economic environment

Setting high standards

We have high expectations of our students and we want them to achieve their full potential. We will set high standards for our learners but also provide them with a wide range of support to enable them to be successful. We will exemplify and expect the highest standards of social and personal behaviour

Working together and with others

We value teamwork, both within the College and with our external partners. We will strive to work together to create a dynamic, team-based professional culture

Fun and enjoyment

We want students and staff at the Guernsey College to enjoy their time in College and to feel valued. Our aim is to create a College bursting with success, joy and energy.

Local and national context

The College, like all organisations, has to work in an environment which is constantly changing, both at a local and national level. The strategic plan has to take account of external factors whilst planning for the next three years.

At a local level, the introduction of the zero-10 tax strategy, coupled with the 'credit crunch' may lead to a reduction in public spending which could impact on the work of the College. However, should there be a downturn in the economy, the College will require to be even more flexible than ever in working with local organisations to create value for money training solutions to help develop the skills of the workforce.

The raising of the school leaving age will impact on the work of the College and we will need to work closely with the secondary schools to ensure we offer an appropriate curriculum for our 14-16 learners

We will need to maintain close contact with other states departments as the Island Business Plan and the Workforce Development Plan continue to evolve.

We will work closely with the Education Department in planning for the new buildings. The state of the workshop block continues to cause concern and we will need to ensure that the replacement for the workshops is seen as a priority.

The refurbishment of the St Peter Port Secondary School building must be carefully planned and we will need the support of the Department in continuing with the refurbishment of the Delancey campus.

Globally, outsourcing of many services is becoming more common. Several local organisations have started to outsource some of their back-office procedures, especially the accounting functions. In the current economic climate, such outsourcing becomes more attractive and it is probable that more local companies will start to outsource some of their work.

In speaking to local business leaders, this development should be seen as an opportunity rather than a threat. The feeling is that by outsourcing some of the mundane, repetitive tasks, the local workforce can be freed up to engage in

higher levels of work. Should this occur, then there will be a need for training to enable staff to achieve those higher levels. It is important that the College maintains close contact with companies so that we can respond quickly to possible training needs.

On a national level, the QCA has recently announced major changes to the qualifications framework. The intention is to replace the current National Qualifications Framework with a new Qualifications and Credit Framework which will be unit based. The QCF will be in place by 2010 and will lead to major changes in the way in which courses are designed and delivered.

The Diploma programme has now been launched in the UK. Although initial take-up of Diplomas has been disappointing, current UK government policy indicates that the development of Diplomas will continue and that they will be fully implemented by 2013. The College, the secondary schools and the Department will need to closely monitor the development of the Diploma programme.

Self-regulation may be introduced in UK colleges over the next year. Although this will not impact directly on the Guernsey College of FE, it may lead to changes in the way awarding bodies and other agencies interact with colleges. Any such changes will have an effect on our procedures, especially in relation to Centre Risk Assessment and the inspection process.

The concept of sustainability has become prominent in business planning over the past few years and will become more important in the future. When applied in an economic context, a business is sustainable if it has adapted its practices for the use of renewable resources and holds itself accountable for the environmental impacts of its activities. Such businesses operate in a socially responsible manner and protect the environment.

As a College we should be setting an example for our students and partners and the issue of sustainability will be something that we will develop over the period of this plan.

Review of previous strategic aims

The previous strategic plan covered the period from 2005 to 2008. This section outlines some of the principal actions undertaken towards fulfilling the aims stated in that plan.

Aim: to develop a reputation for quality of provision and learner support

The inspection report in 2006 was the most important measure of quality during the period of the plan. It stated that the College would be 'described by OFSTED as outstanding'. It also stated that 'the College has well qualified teaching and support staff that put students at the centre of their work'.

The learner support team has been strengthened and their work has been extended to cover all students of the College, both full and part time.

Aim: to achieve both high levels of access and high levels of success

Overall annual success rates for the period of the plan averaged 86% (details can be seen on page 17). LSC national benchmark figures show an overall success rate of 73%.

Aim: to offer appropriate and relevant opportunities for full time students, from entry level onwards, providing progression to employment or higher education

The range of full-time courses was extended to include Sports Development, Media Production and Performing Arts. A level one course in ICT was also developed.

Aim: to respond to local business needs and provide an appropriate range of training opportunities for their employees

Many meetings have been held with local employers and employer groups. The College instigated and hosted a series of seminars entitled 'Bridge the Gap'. These were intended to identify employers needs in terms of employability skills. In response to demand, several breakfast and lunchtime seminars have also been delivered.

The College has gained accreditation to offer the full range of courses for the Chartered Management Institute and HNCs have been introduced in Art & Design and Child Care. Further HNCs will be offered next year.

The College established a partnership with London Southbank University which resulted in the provision of BSc courses in Architectural Technology and Construction Management. Ten local students graduated, 9 of whom gained first class honours degrees. The course will be offered again next year.

Aim: to ensure the commitment of all staff to the College, to our students and to one another; to achieve a culture of self evaluation and continuous improvement

In consultation with all staff the Statement of Shared Values was created (the values are outlined on page 4 of this plan). The Values Map is now used to underpin all the activities of the College.

A lesson observation scheme has been introduced and with the introduction of the Institute for Learning a more structured plan for continual professional development has been devised supported by a wide range of staff development activities.

Aim: to manage effectively the financial resources of the College

During the period of the plan, the College achieved its budget and income targets.

Budget plans have had to be revised to allow for the running costs of the Princess Royal Centre. The impact of these costs is being closely monitored.

Aim: to consolidate and develop partnerships with local organisations and employers

Partnerships have been created or extended with the Adult Literacy Project and the Home Department. The College is working closely with the Department of Health and Social Services in delivering training to support the new Child Youth & Community Tribunal.

The partnership with the secondary schools continues to be successful, with continuing high demand for the 'link' courses.

As well as the partnership with London Southbank University, we have also created strong links with Portsmouth University who are supporting our developments in HNC Sports Science.

Strategic Aims & Objectives 2009 - 2012

The following section outlines the aims for the period from 2009 up to 2012.

These aims and objectives were developed during a series of staff meetings held throughout May and June, 2008

- Aim 1** To encourage participation and widen access to a learning experience of the highest quality
- Aim 2** To make a major contribution to the local economy by increasing the skills of the workforce
- Aim 3** To enhance further the College's local reputation and standing
- Aim 4** To maximise full staff potential, inspiring success through personal and professional development and open and effective leadership
- Aim 5** To improve the College's estate to meet the needs of present and future learners
- Aim 6** To maintain financial stability through budget management and business development
- Aim 7** To continue to develop mutually beneficial collaboration and partnerships

1 To encourage participation and widen access to a learning experience of the highest quality

Objectives

To develop a flexible and responsive curriculum, meeting the needs of individual learners, facilitating progression to higher levels of study or to employment

To continue with the development of a student-centred approach which recognises the diverse needs of all our students

To ensure consistent high quality in all aspects of college provision and service, developing innovative and creative methods of learning delivery and support

To continue with the development of the quality improvement cycle to encourage and promote the highest standards of teaching and learning

To continue to monitor and exploit the potential of new technology to enhance the learner experience

To continue to expand the curriculum offer, at all levels, from entry level to level 6

Working with other agencies, remove barriers to learning and encourage learning amongst disadvantaged and under-represented groups

To encourage, recognise and promote high levels of student achievement and success

To encourage learner involvement through student council and the review process

2 To make a major contribution to the local economy by increasing the skills of the workforce

Objectives

To support, and continue with the development of, the States Registered Apprenticeship Scheme

To work with other states departments to support the Island Business Plan and the Workforce Development Plan

To continue to develop and strengthen our links with local employer representative groups

To develop our curriculum offer in response to the needs of local industries and employers

To raise awareness of current trends in national and global skills development

To monitor the UK developments in skills training and the implementation of the Diploma Programme with special reference to potential links with employers

To promote the development of 'soft' skills across all sectors of the economy

3 To enhance further the College's local reputation and standing

Objectives To build on our marketing success and to develop our 'brand'

To develop the marketing strategy to provide a consistent identity for the College in the community.

To continue to raise our profile and develop strong links with employers and community organisations

To continue to improve the quality of information to potential students

To protect the reputation of the College through effective risk management and quality assurance

4 To maximise full staff potential, inspiring success through personal and professional development and open and effective leadership

Objectives

To recruit and retain high quality staff whose skills, experience and values match the needs of the College and our students

To encourage all staff to aspire to high standards of professionalism and performance, providing opportunities for personal and skills development by continuing to offer a comprehensive and diverse staff development programme

To develop strategies for internal career development in order to maximise individual potential

To maintain a safe and healthy work environment

To develop strategies which enhance staff well-being and job satisfaction

To continue to develop a culture of self-evaluation and continuous improvement

To promote an open management culture which encourages creativity and innovation, effective communication and positive working relations

To encourage an ethos of mutual respect where staff feel valued and where communication is open and transparent

5 To improve the College's estate to meet the needs of present and future learners

Objectives

To provide flexible College facilities in keeping with the needs of a modern provider of further and higher education

To work with the States Education Department in continuing to plan for the new College campus

To develop public relations campaigns to gain support for funding of new buildings

To develop innovative spaces for teaching and learning

To further develop the ICT infrastructure to meet the needs of all our students

To develop training environments which meet industry expectations and match customer expectations

To develop strategies to ensure sustainability in College buildings

6 To maintain financial stability through budget management and business development

- Objectives**
- To manage and control costs through effective budget planning and forecasting
 - To maximise the contribution of income from sources other than the Education Department grant
 - To follow best practice in the efficient use of resources and to demonstrate public value

7 To continue to develop mutually beneficial collaboration and partnerships

Objectives

To develop and improve existing partnerships and to promote new collaborations

To work with the secondary education sector to develop strategies for the delivery of the 14-19 curriculum, and to promote progression from school to further education

To further develop partnerships with local companies in order to improve our understanding of their needs and to enhance the experience of our students

To develop partnerships with universities and other providers to explore possibilities of extending our curriculum offer

To work closely with other states departments to ensure efficiency in the use of public funds