

STRATEGIC PLAN 2010 - 2015





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Cornwall College includes the following brands:

Above: Cornwall College A-level students achieved 98% pass rate in 2009.





Welcome

The strategic plan for Cornwall College sets out our mission and organisational values, together with our vision for 2015. The journey to this vision is presented as seven key strategic aims with associated objectives and performance measures. These are supported by a number of universal themes that underpin all that we do. We will use these to chart our progress over the next five years. We face the future with confidence. The College has embraced the challenges presented over our long and varied history and changed dramatically over the last decade. We believe that it will continue to do so and provide exceptional service to our learners and community.

Philip Rees
Board of Governors, Cornwall College



Dave Linnell OBE
Principal & CEO Cornwall College



Hi, I'm Toni, and I've been elected as President of Cornwall College Students' Union (CCSU). We exist to represent the student voice in the College and to ensure that they have the best possible experience as a student while with us. Whether a work-based learner or on one of our university-level courses, or just leaving school, all students are a member of the Students' Union. We run campaigns throughout the year and there's something for everyone, get involved!

Toni Pearce
Cornwall College Students' Union President 2009 - 2011



Mission Statement -
What are we here to do

To provide learners with a high
quality experience celebrated
through vocational and academic
achievement, personal development
and employability.



Vision 2015

How we see ourselves in 2015

In 2015, Cornwall College will be a leading college in the south west. We will be the college of choice for students, their parents and employers. Our national profile will attract the most talented staff.

As a learner centred college, we will be acknowledged for our excellence in teaching, learning, student achievement and student support. The College will be recognised for the strength of its approach and excellence in customer care. Cornwall College will be seen as an employer of choice locally, regionally and nationally.

The communities served by Cornwall College will be proud of the excellence of provision and the College will continue to be firmly embedded in the life of these communities.

College facilities will provide a pleasant and stimulating learning environment for the whole community.

Finally, Cornwall College will be acknowledged as an enterprising and innovative organisation, well managed and responsive to the external environment.

Our Values

Our shared values have been confirmed through widespread consultation, they underpin all aspects of our work and help guide the behaviour and attitude of staff and students.

- Putting the learner first
- Value and respect for others
- Responsiveness to others
- High quality in all that we do
- Responsibility – individual and team
- Pride in what we do

Find out more about our values by visiting the website: www.cornwall.ac.uk

DNA

This section sets out what we and our students think is unique about us. These aspects are universal throughout the College and define us as an individual learning organisation with personality.



Inclusive, equal & diverse

One of the College's greatest strengths is its inclusive approach. We believe with a passion that everyone should have the opportunity to realise their potential through participation and engagement in learning. We champion equality and celebrate diversity.

Sustainable

We take responsibility for helping our learners to understand the benefits of sustainability and the active part they can play. We lead by example in finding ways to minimise our carbon footprint and to use our resources responsibly.



Learner Led

At Cornwall College all learners have an equal opportunity to share in decision making on a wide variety of issues identified by both students and staff.



Focused on Community & Economic Regeneration

Cornwall is designated as a European Convergence area because it has significant social and economic challenges. The College is helping to lead the regeneration of the county by providing significant investment in people, to complement the investment in infrastructure.



Enterprising & Innovative

The College has an enterprising culture which stimulates and rewards innovation. We believe that to be truly outstanding we must take risks and nurture enterprise and innovation skills in our learners and staff.



Caring & Inspirational

We are a caring organisation providing support for learners well beyond the classroom. We believe in leading by example and providing inspiration through positive role models.

Strategic Aims & Objectives

The next 14 pages set out our strategic or long term aims and the more detailed objectives that will enable us to achieve them.

1. Learners

The success of our learners is our key focus and our greatest source of pride. We have a single minded approach on how to do the best for them at all stages of their development to ensure they realise their full potential.

"The college is outstanding at meeting the needs of learners." OFSTED 2010

Aim

To provide an outstanding experience for all learners, to ensure that Cornwall College is the provider of choice in Cornwall and the south west.

Objectives

- a) To be in the top 10% of Colleges nationally for learner success rates across all areas and to achieve an OFSTED rating of outstanding for learner outcomes
- b) To ensure our learners achieve ahead of their predicted grades, based on previous performance
- c) To provide effective support to learners, rated as outstanding by OFSTED
- d) To ensure learner satisfaction scores and learner progress consistently demonstrate that we are amongst the best of colleges nationally
- e) To offer a comprehensive programme of extra curricular activity which supports a healthy lifestyle
- f) To empower the learner voice, by providing professional support to the student union
- g) To prepare learners for work or career progression by providing enterprise and employability skills, effective work placements and volunteering opportunities, together with high quality careers advice and guidance.





Durrell Centre for Wildlife Education

Key Strategies

- Teaching and learning strategy
- Learner engagement strategy
- HE strategy
- Adult learner strategy
- 14-19 learner strategy

Performance Measures

- OFSTED rating
- Success rates
- Student satisfaction
- Student destinations
- Investors in Careers

2. Curriculum & Quality

The reputation of the College depends heavily on the relevance of its offer to the community of potential learners and on the quality of its results for those who study with us. We need to be innovative in meeting the demands of learners and the wider community and in providing appropriate access and choice.

“Learners’ outcomes have improved rapidly and are good, with high success rates in most areas, particularly students aged 16-18.” OFSTED 2010

Aim

To provide a wide range of courses that meet the needs of learners, prepares them for success in the global economy and is delivered to a level of quality that places the College in the top 10% of all colleges nationally.

Objectives

- a) To grow learner numbers aged 14-19 and adults in further and higher education
- b) To provide a range of courses and training that meets all of the needs of the community of learners
- c) To provide easy access to learning through appropriate learning venues and technology to ensure that learners in the communities that we serve are included
- d) To demonstrate high quality through our success rates and through independent external scrutiny. Demonstrated through achieving a majority of outstanding curriculum grades through self assessment and inspection by 2015.
- e) To develop learning and teaching so that it is considered to all be good or outstanding by learners and by OFSTED and the QAA.





Key Strategies

- Teaching & Learning
- HE Strategy
- Adult Learner Strategy
- 14-19 Learner Strategy

Performance Measures

- Learner numbers
- OFSTED rating
- QAA rating

3. Working With Employers

As an organisation that provides the majority of skills training for Cornwall's workforce, we will provide training, advice and guidance for employers to help them achieve their goals and support the needs of the economy. As the focus switches from low skilled jobs to those that require a higher skills level, we will provide innovative and flexible training solutions in partnership with employers.

"Learners on employer based provision achieve outstanding results." OFSTED 2010

Aim

To respond to the needs of the economy and employers by providing training and development that is high quality and matches needs in order to achieve a positive economic impact.

Objectives

- a) Meet the demand from employers for apprenticeships and relevant training
- b) To ensure that success rates in employer training continue to be rated as outstanding by OFSTED
- c) To offer a high level of customer service measured by ensuring that satisfaction levels continue to be 90%+ and through the retention of the Training Quality Standard and Customer First accreditations
- d) To innovate further with new approaches to teaching, learning and assessment, ensuring that our training is demand-led.
- e) To work with employers to ensure that our training offers real work related skills
- f) To measure the impact of the package of training that we offer organisations to demonstrate the long term value of investment in training.





Key Strategies

- Employer Engagement
- Adult Learner Strategy

Performance Measures

- Training Quality Standard
- Customer First
- Employer Satisfaction
- Employer Impact
- Success Rates

4. Collaborations & Partnership

The College recognises that achieving excellence means working effectively with a wide range of partners. We are committed to working with the voluntary and community sector, the business community, schools, other colleges, universities and other funding and stakeholder organisations. Working together, we will achieve more for the people we serve, than working alone.

"Partnership work is exemplary. The College's fruitful collaborative relationships with schools, employers, and voluntary and statutory organisations put it at the forefront of development in education and training in the County". OFSTED 2010

Aim

To work in partnership with organisations that fit our mission.

Objectives

- a) To develop a wide range of high quality partnerships, that help us in our work
- b) To increase the breadth and depth of learner participation through partnership
- c) To support the ongoing success of the Combined Universities in Cornwall initiative
- d) To continue to support students aged 14-19 through effective partnerships with schools
- e) To further develop innovative, high quality knowledge exchange partnerships to support the regional economy
- f) To explore, and if viable, implement shared service arrangements with partner organisations.



L-R Skye Roberts, lecturer Sheila Burley, Sarah Webber and College principal Dave Linnell OBE



Key Strategies

- Collaborative provision
- Employer engagement
- Innovation and knowledge exchange

Performance Measures

- Learner success rates in collaborative provision
- Learner numbers through collaborative provision
- Innovation and knowledge exchange outputs

Apprentices from Cornwall College study NVQ1 & NVQ2 in Catering Studies and work in the 2nd year at Jamie Oliver's Fifteen restaurant.

5. Staff

Our staff are our most important asset. They need to sustain the skills, intellectual capacity and confidence to deliver outstanding results. We will lead in their professional development and provide conditions of service that will attract and retain the best in all professional areas.

"Staff at all levels display considerable passion and commitment to continuing improvement." OFSTED 2010

Aim

To recruit, develop and retain staff to ensure a motivated, high quality and professionally qualified workforce.



Georgina El Morshdy, Paul Neil & Anne Liepins receiving Outstanding Contribution to Supporting the Learner from Debbie Wilshire (second left)



Objectives

a) To be an 'employer of choice' by providing conditions of service and a working environment that is recognised as competitive, fair and rewarding for staff to commit to the highest professional standards and the affiliation of the college's values and behaviours.

b) To ensure all staff have access to the opportunities for professional self development opportunities which support their roles and to invest in their skills and career development

c) To continue a two-way dialogue with staff through regular open events, team meetings and focus groups

d) To provide recognition and reward for outstanding achievement as exemplified by the College's Staff Star Awards

e) To ensure that staff turnover and absence levels are below the national sector averages.

Philip Rees, Chair of the Board, presenting the Cornwall College Star Award for 'Life Time Achievement' to Tricia Noble.



Key Strategies

- Human Resources Strategy
- Teaching & Learning Strategy

Performance Measures

- Staff qualification profile
- Staff satisfaction rating
- Staff turnover
- Staff absence levels
- Investors in People

6. Governance & Management

We aspire to maintain excellence in serving the needs of our community. This can only be achieved through strong governance and inspirational leadership and management.

"Outstanding strategic leadership and governance have brought about significant improvements." OFSTED 2010

Aim

Cornwall College will govern and manage itself effectively and efficiently.

Objectives

a) To continue to operate a strong and independent governance structure through the Corporation Board and the local College Councils

b) To generate a positive operating surplus and cash investment funds of £5m by 2015 to ensure the financial health of the organisation and to fund development

c) To continue to drive a process of continuous improvement, through robust self evaluation, foster a culture that upholds the College's values, promotes equality and celebrates diversity

d) To embed a culture of the management of risk that allows for appropriate development and risk taking

e) To ensure management information, administrative and support systems and management controls within the College are robust and support excellence

f) To ensure an effective approach to safeguarding for learners and staff

g) To promote equality and diversity through all College activities.



Student governors Pierre Tallon-Queraud and Toni Pearce.



Key Strategies

- Governance
- Finance and Budget
- Communication
- Sustainability
- Safeguarding
- Equality & Diversity

Performance Measures

- Financial outturn
- Capital investment
- Audit outcomes
- Self assessment
- Framework for Excellence

7. Estates & Learning Resources

We will provide physical space and learning resources that support learners in achieving outstanding success. The College will continue to invest and develop its resources to ensure that we embrace the opportunities presented by new technology. The College will work hard to limit the negative environmental impact of our activities through active carbon footprint management and other relevant measures.

"Senior managers and governors plan very well to maximise the use of available resources." OFSTED 2010

Aim

To provide excellent space and learning resources for learners and staff, in a way that minimises the College's negative effect on the environment.

Objectives

- a) To actively maintain the College's accommodation and learning resources to meet learner needs
- b) To manage our resources ensuring space is well utilised and heat, light and energy are provided by the most energy efficient means within the resources available
- c) To ensure resources are accessible to all
- d) To incorporate relevant technology in learning spaces to optimise learning and achievement
- e) To reduce the College's carbon footprint by 2015 through implementation of an effective Environmental Management plan and by supporting staff to take action to reduce it.





Key Strategies

- Accommodation
- Teaching & Learning
- Sustainability

Performance Measures

- Learner satisfaction
- Staff satisfaction
- OFSTED rating
- Carbon Footprint Profile



**"I'm getting a better education than
I would at a 6th form college."**

Sophie Bawden, 18, A-levels in Art, Photography, Psychology, and Philosophy

"I came here because I liked it more than other colleges I'd visited and the facilities were better too. Although I'm not sure what I eventually want to do, I'd like it to be something I enjoy and that makes me happy. Everyone here is really friendly and I think I'm getting a better education than I would at a 6th form college."

"I'd already studied Art & Design and wanted a future in furniture making, but funky and unique, handcrafted furniture."

**Rachel Weaver, 21, Furniture Studies
(Intermediate Hand Crafted Furniture) Level 2**

"Studying here has been all good so far, plus it was great to find somewhere that did this course and was close to where I live. The facilities are great and the tutors, workshop and equipment are really good. I've really enjoyed meeting people it's been great fun."



"I can't wait to move to Oxford to study Chemistry at St Edmund Hall College."

**Steve Robinson, 17, A-levels in Chemistry, Physics,
Mathematics and Further Mathematics**

"I chose to study the subjects I enjoyed the most at Penrice School and decided to study at Cornwall College St Austell because it was close to home. I've found settling into college life quite easy, but there is a lot to learn. It's been great to meet new people that you have a lot in common with, because you have all chosen to do the same subject. I can't wait to move to Oxford to study Chemistry at St Edmund Hall College."






“The best thing about
the College is the
teaching staff”

**Joshua Leonard-Williams, 19,
Music Technology Extended Diploma Level 3**

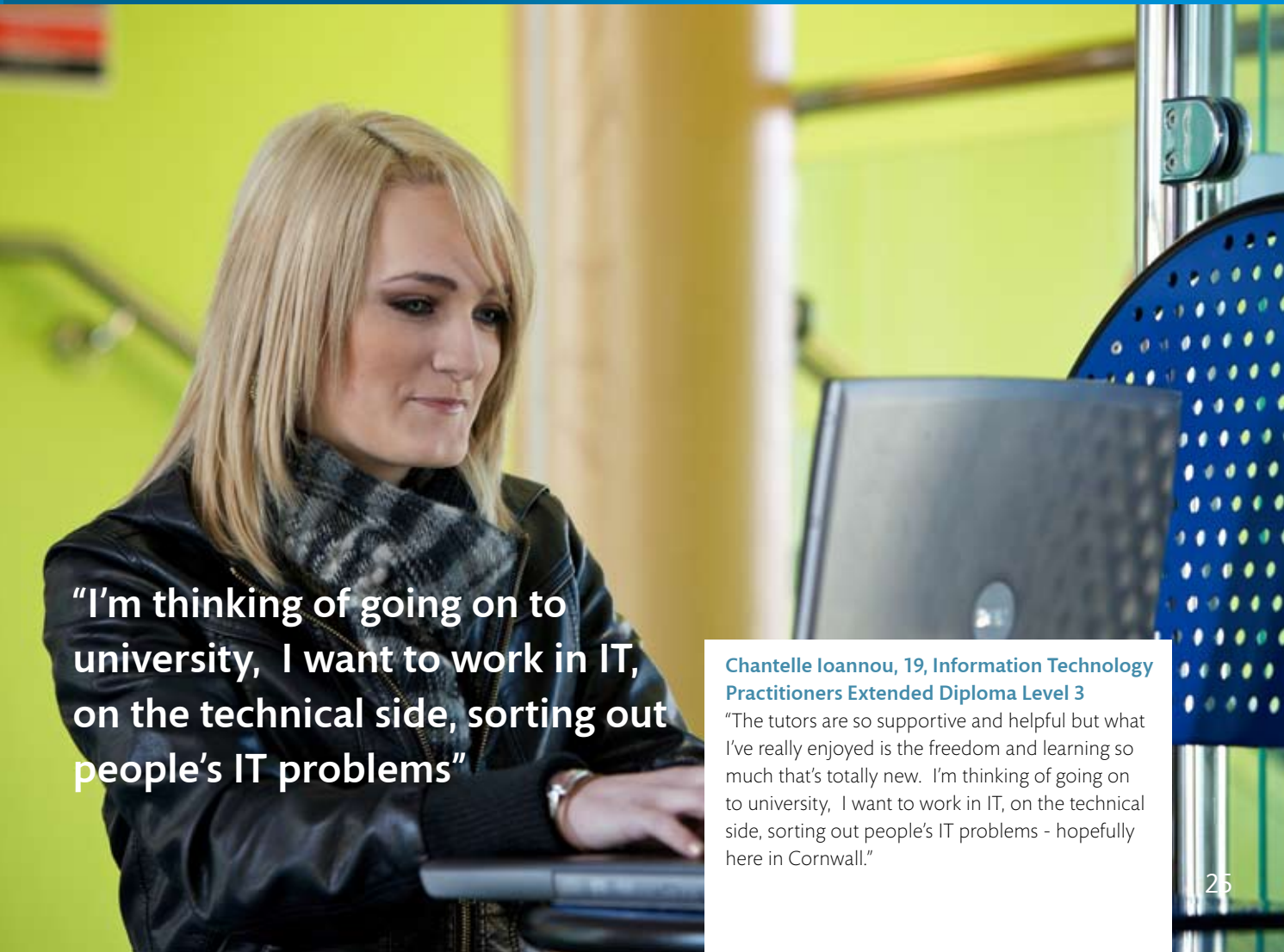
“I chose Cornwall College because it offered the course that I wanted as I want to become a session musician. When I visited I liked the teaching staff and all the modules were really interesting. The tutors are very helpful with assignments and good at teaching the subject and the facilities are good. For Student Xtra I've enjoyed Music Enrichment and the social life is good, but the best thing about the College is the teaching staff.”

A woman with brown hair, wearing a colorful striped beanie and a pink sweater with a floral pattern, is smiling and holding a large, vibrant bouquet of flowers. The bouquet includes purple delphiniums, yellow roses, and various green foliage. She is standing outdoors in a garden setting with trees and bushes in the background.

"The course gave me the confidence to exhibit my work"

Sharon Grant, 31, Diploma in Floristry Level 3

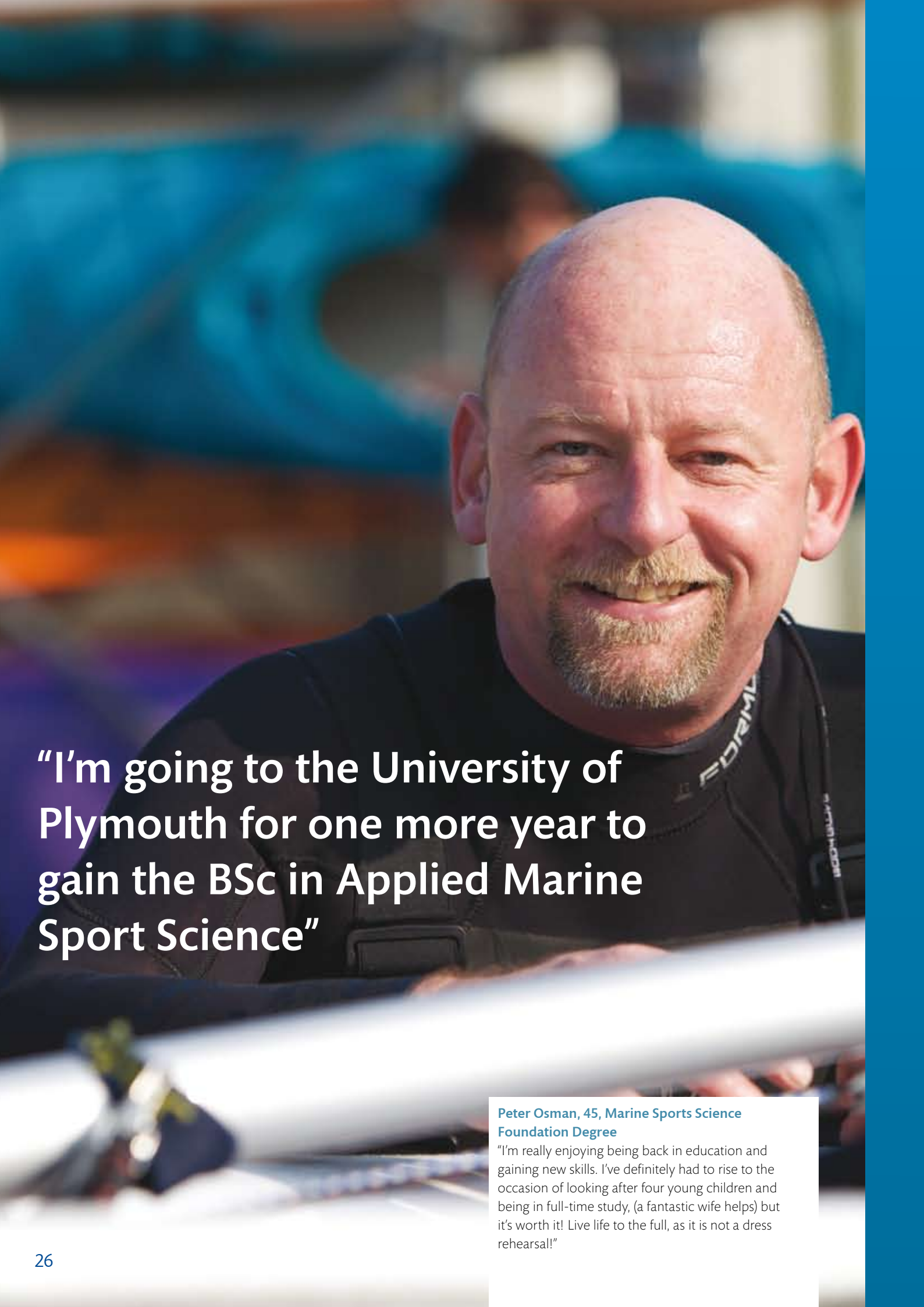
"I love using flowers to produce contemporary arrangements and find the use of different flowers and cuts very interesting." Since joining Duchy College Sharon has developed her floral display skills. With the encouragement of the floristry staff she entered her floristry work into an exhibition in London celebrating Cornish culture.

A young woman with long blonde hair, wearing a black leather jacket and a grey patterned scarf, is sitting at a desk and looking at a laptop. She is smiling slightly. The background is a bright, modern interior with green walls and a blue perforated metal structure.

"I'm thinking of going on to university, I want to work in IT, on the technical side, sorting out people's IT problems"

Chantelle Ioannou, 19, Information Technology Practitioners Extended Diploma Level 3


"The tutors are so supportive and helpful but what I've really enjoyed is the freedom and learning so much that's totally new. I'm thinking of going on to university, I want to work in IT, on the technical side, sorting out people's IT problems - hopefully here in Cornwall."



“I’m going to the University of Plymouth for one more year to gain the BSc in Applied Marine Sport Science”

Peter Osman, 45, Marine Sports Science Foundation Degree


“I’m really enjoying being back in education and gaining new skills. I’ve definitely had to rise to the occasion of looking after four young children and being in full-time study, (a fantastic wife helps) but it’s worth it! Live life to the full, as it is not a dress rehearsal!”



“Doing this course has made my ambitions more real”

Alex Carter, 19, Public Services (Uniformed) BTEC Extended Diploma Level 3

“I want to be a Police Officer and when I found out about the Public Services course at Cornwall College, I knew it was well suited to me. I’m starting university in September, studying a two-year Police Studies Foundation Degree at Duchy College Stoke Climsland with a third year at University of Plymouth to complete the full degree. Doing this course has made my ambitions more real.”



“Returning to learning has been fun and challenging and a great experience”

James Murchison, 34, Plumbing Studies 6129 Technical Certificate

“I wanted a change of career and wanted to re-train as a plumber. The tuition is thorough and informative and delivered in a way that is easy to understand. Practical sessions are interesting and varied with lots of good useful training that enables us to develop our skills in the workplace. Returning to learning has been fun and challenging and a great experience.”

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