

Cirencester College

Strategic Plan

2025 to 2030



Introduction

As a strategy document this paper is designed to inform the reader of our purpose and scope as an organisation, and also to set and clarify our attitude and approach as we plan our future with the intent of creating a true value proposition. By this I mean to set the direction of the College in line with high performance goals, in tandem with a genuine quest to create an outstanding place to work and learn.

Cirencester College stands as the premier specialist Sixth Form College for Swindon, North Wiltshire, and Gloucestershire. We aim to ensure that every student acquires the skills, knowledge, and qualifications necessary to thrive in a rapidly changing world. We are dedicated to fostering a culture of excellence and high performance, where every learner is supported and developed to reach their full potential.

The essence of what we do is rooted in our unwavering ambition for all our students. We challenge each individual to excel, setting high expectations and providing the guidance and support needed to achieve outstanding results. We do this in a carefully curated environment that feels like a mini-university and a professional working environment, but with an age-appropriate safety net of support underneath. Our commitment to excellence drives us to create an environment where students are encouraged to push their boundaries and strive for greatness.

Respecting and nurturing individuals is at the heart of our approach. We recognise the unique strengths and needs of each student, offering personalised support that fosters growth and development. By creating a supportive and inclusive atmosphere, we ensure that every learner feels valued and empowered to succeed.

We are dedicated to developing independent, resilient, and employable citizens. Our curriculum and extracurricular activities are designed to build essential life skills, preparing students to navigate the complexities of the modern world with confidence and adaptability. We emphasise the importance of resilience, encouraging students to persevere through challenges and emerge stronger.

Cirencester College is a learning community that strikes the perfect balance between offering unrivalled choice and maintaining a close-knit, caring environment. Our extensive range of programs and opportunities ensures that students can pursue their passions and interests, while our supportive community provides the personal attention and care that fosters meaningful connections and growth.

We pride ourselves on being the definitive stepping stone from school to university, apprenticeships, or work. Our comprehensive guidance and support services help students make informed decisions about their future paths, ensuring a smooth transition to the next stage of their educational or professional journey.

Empowering great staff to deliver exceptional student experiences is a cornerstone of our high-performance culture. We invest in the professional development of our staff, equipping them with the skills and knowledge needed to inspire and support our learners. By fostering a collaborative and innovative environment, we ensure that our staff are motivated and capable of providing the highest quality education and support.

Context & Strategic Drivers

Cirencester College operates within a dynamic further education landscape, characterised by evolving employer needs, rapid technological advancements, and a growing emphasis on global competencies. In this environment, our commitment to high performance values drives our strategic approach.

The future skills landscape demands a clear focus on digital proficiency, including awareness of artificial intelligence, adaptability, and a willingness to embrace new technologies. Strong communication skills, both written and verbal, are essential, as are effective teamwork and interpersonal abilities. Robust problem-solving and critical thinking skills are highly valued by employers, alongside innovation and intrapreneurial capabilities. These competencies are crucial for preparing our learners to excel in a competitive job market.

Technological transformation is imperative for our institution. We must embrace and integrate emerging technologies such as artificial intelligence, virtual reality, and augmented reality to enhance learning experiences and prepare our students for the digital age. By staying at the forefront of technological advancements, we ensure that our learners are equipped with the skills needed to thrive in a rapidly changing world.

Industry relevance is another key driver of this strategic plan. We recognise the necessity of developing and continuously updating a future-ready curriculum that aligns with industry trends and addresses skills gaps. Our Curriculum reviews come from the full spectrum; from Learners to Governors and all in between. Our programs must remain relevant and provide students with access to real-world experiences, ensuring they are well-prepared for their future careers.

Globalisation underscores the importance of providing global learning experiences and nurturing global citizens. We are committed to offering opportunities that broaden our students' perspectives and prepare them to succeed in an interconnected world. By fostering a sense of global citizenship, we equip our learners with the cultural awareness and social responsibility needed to navigate diverse environments.

Maintaining a strong brand is essential for our continued success. We leverage and protect our established reputation for quality and learner outcomes, aiming to be recognised as a "National Exemplar." Our commitment to high performance values ensures that we uphold the highest standards of excellence in all aspects of our operations.

Through these strategic drivers, Cirencester College remains dedicated to delivering exceptional education and preparing our learners for the challenges and opportunities of the future.

The way forwards will be an adoption of technology and industry standards that suit our needs, chosen through the lens of what has the greatest impact on our learners. We will measure success against criteria such as Cyber Essentials Certification, exploration and development of new teaching and a willingness to adopt new methods when appropriate to our goals.

Vision, Mission & Core Values

Vision: Our vision is to be recognised as a beacon of innovation, inclusivity and academic excellence, shaping the future of further education with a steadfast commitment to quality and high performance. We aspire to achieve 'transformative futures' for young people, which essentially means pioneering excellence in further education. If this is accomplished we will become a widely acknowledged institution that contributes effectively to our sector.

Mission: Our mission is to fully prepare learners for their next stage, whether it be further education or employment, by delivering exceptional educational programs. This is driven by our unwavering commitment to preparing learners for the challenges of the future, fostering creativity, and equipping them with the skills needed to excel in the world. We are dedicated to ensuring that every student receives a high-quality education that empowers them to achieve their full potential.

Core Values: Innovation is at the heart of Cirencester College. We are committed to being at the forefront of educational innovation, leveraging cutting-edge technologies, agile management techniques, and proven pedagogical approaches to create transformative learning experiences for our students, recognising learners potential, growing their capability, and supporting vulnerable learners to enable them to achieve. Protecting our business and brand is also paramount; we maintain and enhance our reputation for quality and future opportunities for young people, recognising that our esteemed institution attracts students from far and wide. Exploring new business avenues for financial stability is also a priority, ensuring we remain resilient and forward-thinking.

Inclusivity is a fundamental value at Cirencester College. We embrace diversity, are not highly selective, and create an environment where every student feels valued and empowered. Collaboration is key to our success; we forge strong partnerships with government, industry, and the community. We regularly consult with leading educational influencers such as OFQUAL, Westminster Groups, Select Committee enquiries, and MP's to help affect change in education with our innovative, proven, ideas.

Excellence is a commitment we uphold rigorously. We adhere to high academic standards and continuously strive for improvement, with zero tolerance for poor performance from managers, academic or support professionals, yet with the environment curated as one of genuine support to equip professionals to do their jobs most effectively. We want to encourage development and innovation and support staff to enable them to conduct best practice. We are determined to curate an environment where creative and passionate teachers, support staff and managers can thrive and enjoy their work with positivity and progressive thinking, ultimately resulting in benefitting our learners. Our environment encourages a culture where we *want* to perform excellently, fed by a sense of togetherness, collegiate collective responsibility and common respect and trust.

Looking forwards, our aspiration is to be the best and provide the best developmental and supportive experience for our learners. This is the 'Cirencester Way'. This drives us to nurture socially responsible and culturally aware citizens, fostering a sense of global citizenship among our learners. Through progressive thinking and a relentless pursuit of excellence, Cirencester College aims to set new benchmarks in further education.

We will measure success against Achievement Rates, Results, and Learner Feedback, not only exploring our own advances, but also measuring ourselves against National standards for similar student cohorts. This way we ensure that we measure our trajectory in a valuable and meaningful way.

Strategic Priorities

Cirencester College is dedicated to being an exemplar in the field of further education, with a steadfast commitment to supporting our students and ensuring their success. The approaches and attitudes outlined in this document are encompassed and realised through what can be termed our general strategic priorities. These are themes organised into key pillars reflecting our focus on providing 'Excellent Future-ready Learning' (ensuring our curriculum offer is responsive and relevant), increasing 'Student Success through Holistic Development', and by 'Building Partnerships and Profile'.

We provide Excellent Future-ready Learning through nurturing innovation and research, developing digital empowerment and providing teaching and learning excellence.

We build Student Success through developing people and culture, considering responsible growth, and by looking after our business and finances.

We look after our Partnerships and Profile through industry collaboration, stakeholder engagement and a commitment to social responsibility.

All of these priorities revolve solidly around the learner at their core. The learner is central everything we do.

Teaching & Learning: Excellence and Innovation

At the core of our strategic priorities is the commitment to teaching and learning excellence, guided by our constant question of "what is the impact on the learner?" to clearly define the value and importance of our decisions. We aim to develop and continuously update a future-ready curriculum that explicitly addresses the five main areas of identified need: digital skills, adaptability and a willingness to learn, communication skills, teamwork and interpersonal skills, and problem-solving and critical thinking. By focusing on these areas, we ensure that our students are well-prepared for the demands of the modern workforce and equipped with the skills necessary to thrive in their future careers.

The academic competence of students and the development of their skills as learners, including their confidence to think and question effectively, are important central skill sets for us to nurture. It is important that we understand the dynamic of our curriculum. Though leaders in technical education, our A Level provision remains as some three quarters of the curriculum. Academic excellence resulting in high performing in A Levels should continually be a central core concern and at the forefront of our thinking as an institution. A Level performance is key in our success. Training and support of staff to help develop outstanding teachers must equally always be central to our development plans.

To measure our success we track key performance indicators (KPIs) such as learner progression rates to relevant further education or employment, employer satisfaction with graduate skills, and student feedback on curriculum relevance. These KPIs are linked to outcomes and provide meaningful tracking and monitoring of progress, ensuring that we continuously improve and adapt our curriculum to meet the needs of our students and the industry.

Furthermore, we aim to foster a culture of research and innovation among faculty and students, contributing to advancements in relevant fields. By encouraging research initiatives and supporting innovative projects, we create an environment where creativity and critical thinking can flourish. KPIs such as the number of research projects undertaken, the success rate of research grant applications, and the impact of research on teaching and learning will help us gauge our success in promoting a research-driven culture.

Looking forward, Cirencester College will aspire to set new benchmarks in further education, ensuring that we remain at the forefront of educational excellence and innovation. Our unwavering focus on high performance values and student support will drive us to achieve our vision of being a nationally and globally recognised institution that stands as a beacon of quality, inclusivity, and academic excellence.

Student Success: Holistic Development

At Cirencester College, we are deeply committed to the holistic development and success of our students. Our aspiration to be a high-performing institution drives us to implement comprehensive student support services that cater to the diverse needs of our learners. We believe that true success goes beyond academic achievement; it encompasses the overall well-being and personal growth of each student.

To achieve this, we have established enhanced career counselling and personalised academic guidance programs. These services are designed to provide students with the tools and support they need to navigate their educational journey and prepare for their future careers. Our dedicated career counsellors work closely with students to identify their strengths, interests, and career aspirations, offering tailored advice and resources to help them achieve their goals. Personalised academic guidance ensures that each student receives the attention and support necessary to excel in their studies, fostering a sense of confidence and motivation.

We measure the effectiveness of our student support services through key performance indicators (KPIs) such as student satisfaction rates, retention rates, achievement rates, and participation in support services. These metrics provide valuable insights into the impact of our initiatives and help us continuously improve our offerings to better serve our students.

Creating an inclusive environment is a further central pillar to our mission. We strive to ensure that every student feels valued, respected, and empowered to achieve their full potential. Inclusivity is not just a value; it is a practice embedded in every aspect of our college culture. We actively promote young people and their representation in college activities and leadership, ensuring that all voices are heard and celebrated.

Student feedback on inclusivity is a KPI that guides our efforts to create a welcoming and supportive environment. We also monitor the representation of diverse groups in college activities and leadership roles, aiming to foster a community where every student can thrive.

For learners to survive the future they need to be able to cope with an ever-changing environment. Resilience is a term often used, which tends to encompass the ability to cope, learning how to deal with failure, gaining independent problem-solving skills, being confident and well justified in independent thinking and having positive attitudes when faced with adversity. We know our College approach creates resilient learners (our consistently outstanding HESA data tells us this), but direct focus on supporting young people to be able to develop these skills further is an increasing need for the future of the College.

Looking forward, Cirencester College will demonstrate its true high-performing aspiration for our learners by providing an exceptional educational experience that supports the holistic development of our students, preparing them to succeed academically, personally, and professionally. Our commitment to excellence, inclusivity, and student support ensures that we remain a leading institution in further education, setting new standards for student success.

We will typically measure our success by employing Support Network suitability reviews, tracking vulnerable learner performance focus, and understanding our Survey data analysis from Learners, Parents and Staff Surveys, together with Achievement, Results, Feedback performance.

Performance Monitoring & Evaluation

We are committed to rigorously tracking and evaluating our success over time through a comprehensive range of metrics. This approach ensures that we remain aligned with our strategic goals and responsive to the evolving needs of our stakeholders.

Learner Outcomes are a primary focus, with success measured by employability rates, progression to further education (including universities and apprenticeships), and student achievement, pass retention and attendance rates, applied across the spectrum of abilities and supporting vulnerable learners to enable achievement. These metrics provide valuable insights into how well we are preparing our students for their future careers and educational pursuits.

Student Satisfaction is another critical area of evaluation. We regularly conduct surveys and gather feedback to understand our students' experiences and identify areas for improvement. This ongoing dialogue helps us maintain a high standard of education and support services.

Employer Satisfaction is equally important, as it reflects the preparedness and skill levels of our graduates. We actively seek feedback from employers to ensure that our curriculum remains relevant and that our students are equipped with the competencies needed in the workforce.

The **Research Impact** of our faculty and students is measured through publications, presentations, and the practical application of research findings. This metric highlights our contributions to academic and industry advancements and underscores our commitment to fostering a culture of innovation.

Our **College Standing** is tracked through regional, national, and potentially global education rankings. These rankings provide an external validation of our performance and help us benchmark against other institutions.

Partnership Effectiveness is assessed by evaluating the quality and impact of our collaborations with industry and other organisations. Strong partnerships enhance our curriculum, provide real-world experiences for our students, and support our strategic objectives.

Financial Sustainability is monitored by tracking and auditing income streams, expenditure, and overall financial health. Ensuring financial stability allows us to invest in strategic priorities and maintain the quality of our educational offerings.

Finally, our **Environmental Impact** is measured by assessing progress against sustainability targets. This metric reflects our commitment to environmental stewardship and our efforts to integrate sustainability into all aspects of college operations.

Looking forwards, performance against these objectives and key performance indicators (KPIs) is regularly monitored and evaluated by relevant stakeholders, including the Governing Body. This ongoing evaluation process ensures that our strategic plan remains on track and adaptable to changing needs, allowing us to continue delivering exceptional education and support to our students.

Stakeholder Engagement Summary

This strategic plan underscores the critical importance of engaging with our community and responding to regional needs. Feedback from students, staff, parents, and partners is invaluable in shaping our strategic priorities and objectives.

Our commitment to collaboration extends beyond the college walls. We actively seek to work in tandem with businesses, aligning our educational offerings with industry needs and fostering closer ties with the business community. By doing so, we ensure that our students are well-prepared for the workforce and that our programs are responsive to the evolving demands of the job market.

Looking forwards, we are dedicated to furthering our close collaboration with government, industry, and community organisations. These partnerships are essential in maintaining the relevance and quality of our educational programs. The feedback gathered through these engagements informs our strategic direction, ensuring that we remain attuned to the needs of our community and region.

Through these collaborative efforts, Cirencester College aims to be a responsive and proactive institution, committed to meeting the needs of our stakeholders and driving regional development.

External Engagement: Partnerships and Profile

In our commitment to being a high-performing institution, a key aspect of this commitment is our focus on external engagement. We recognise that strategic partnerships with leading industries are essential to ensuring the relevance of our curriculum and providing our students with valuable opportunities for internships, mentorships, and research. By investing further in these partnerships, we aim to create a dynamic learning environment that bridges the gap between education and the professional world.

Our objective is to cultivate and expand our network of industry partnerships, enhancing the quality and number of collaborations. This should include developing key area industry partners or sponsors. These partnerships will not only enrich our curriculum but also offer our students practical experiences that prepare them for their future careers. We will measure our success through key performance indicators (KPIs) such as the number and quality of industry partnerships, the number of student placements and internships secured, and the level of employer involvement in curriculum design and delivery.

In addition to industry partnerships, we are dedicated to providing our students with opportunities for global learning experiences. We increasingly find that learners operate in a global environment. They work digitally across the world every day in social media use. This

perspective is typically less prevalent in adult groups (such as teachers) and so to maintain relevance we must strive to expand our horizons and be mindful of maintaining a technical and cultural awareness. We believe that exposure to diverse cultures and international perspectives is crucial for developing well-rounded, globally aware individuals. To this end, we will offer exchange programs, collaborative projects, and a curriculum that incorporates global perspectives. Our KPIs for this objective include the number of students participating in international activities and the development of collaborative projects with global institutions.

Protecting and enhancing the college's brand as a provider of high-quality further education is another critical objective. We aspire to be recognised as a "National Exemplar" and achieve both recognition for our excellence. This involves not only maintaining our high standards but also actively promoting our achievements and strengths. We will track our progress through KPIs such as college rankings and reputation, positive media coverage, and the number and quality of applicants.

Looking forwards, through these strategic initiatives, Cirencester College will solidify its position as a high-performing institution that is responsive to the needs of its community and region. By fostering strong partnerships, providing global learning opportunities, and enhancing our brand, we are committed to delivering an exceptional educational experience that prepares our students for success in an interconnected world.

We will measure success by evaluating the Collaboration Projects undertaken and Stakeholder Engagement conducted. We will also measure engagement and development of local and national initiatives.

Digital Focus & Innovation

To be innovators in education we must be constantly seeking new ways to leverage technology to enhance learning and operations. Our Digital & Innovation Strategy is designed to ensure that our learners are well-prepared for the modern world, equipped with the skills and knowledge needed to thrive in a rapidly evolving technological landscape. Of course it is impossible to know what future innovations may offer, but we can agree our digital principles and use our guiding question of "what is the impact on the learner?" to help us make relevant decisions.

Developing our staff's digital skills is equally important. We are committed to providing ongoing training and professional development opportunities that promote awareness of AI, large language models, and other emerging technologies. By equipping our staff with the necessary skills and knowledge, we empower them to deliver innovative and effective teaching practices that inspire and motivate our students.

Utilising technology to create dynamic and engaging learning experiences is at the heart of our strategy. We explore various technological tools and platforms to enhance the educational experience, making learning more interactive, personalised, and enjoyable. This approach not only improves student engagement but also fosters a deeper understanding of the subject matter.

In addition to enhancing learning, we are dedicated to exploring the use of technology to improve operational efficiency. By implementing advanced technological solutions, we streamline administrative processes, reduce operational costs, and improve overall efficiency. This allows us to allocate more resources towards our core mission of providing high-quality education.

Our ambition is to position Cirencester College as a sector leader in technological integration. By staying at the forefront of technological advancements and continuously innovating, we set new benchmarks for educational excellence. Our commitment to being pioneers in the use of technology in education ensures that we remain a leading institution, recognised for our forward-thinking approach and dedication to preparing learners for the future.

Looking forward, through our Digital & Innovation Strategy, Cirencester College will demonstrate its unwavering commitment to innovation and excellence. By embracing emerging technologies, developing staff digital skills, creating engaging learning experiences, and improving operational efficiency, we will ensure that our learners are well-prepared to succeed in the modern world. This is an attitude, an approach to embracing technology and not fearing it, and should lead our strategic thinking.

Sustainability and Resources: Responsible Growth

We are committed to protecting the environment and enabling our learners to understand their impact on the world. We see ourselves as custodians of the college for future generations, dedicated to fostering a culture of sustainability and responsible growth.

Our commitment to environmental sustainability is reflected in our ongoing efforts to implement eco-friendly practices across the campus. We actively promote environmental awareness among students and staff, encouraging them to adopt sustainable behaviours and make informed choices that contribute to the well-being of our planet. Integrating sustainability into the curriculum is a key objective, ensuring that our learners are equipped with the knowledge and skills to address environmental challenges and contribute to a sustainable future.

To measure our progress, we track key performance indicators (KPIs) such as the reduction in the college's environmental footprint and the level of student and staff engagement in sustainability initiatives. These metrics help us assess the effectiveness of our efforts and identify areas for improvement, ensuring that we continuously strive to enhance our environmental impact.

In addition to our environmental initiatives, we are committed to exploring new business opportunities and implementing a robust financial strategy to ensure the long-term sustainability and growth of the college. By diversifying our income streams and maintaining financial stability, we can invest in strategic priorities that support our mission and vision. Efficient resource allocation is important to our success, enabling us to maximise the impact of our investments and ensure the continued growth and development of the college.

Our KPIs for financial sustainability include the diversification of income streams, financial stability and reserves, and efficient resource allocation. These indicators provide valuable insights into our financial health and guide our strategic decisions, ensuring that we remain resilient and forward-thinking.

Looking forward, Cirencester College will demonstrate its commitment to responsible growth and sustainability. We are dedicated to protecting the environment, empowering our learners to understand their impact on the world, and ensuring that the college remains a thriving institution for future generations. As custodians of the college, we embrace our responsibility to foster a sustainable and prosperous future for all.

We will typically measure success by monitoring our reduction of Carbon Footprint, Continual measurement and trend watching, and Sustainable initiative tracking.

Sustainability & Social Responsibility

Our dedication to the above principles is reflected in our comprehensive approach to implementing eco-friendly practices, promoting environmental awareness, fostering equality, diversity, and inclusion, engaging with the local community, and nurturing socially responsible global citizens.

We must actively implement further eco-friendly practices to minimise our environmental footprint and contribute to a sustainable future. Initiatives such as glass recycling and tree planting are integral to our green campus initiative, which aims to create a more sustainable and environmentally friendly college environment. By adopting these practices, we not only reduce waste and promote conservation but also set a positive example for our students and staff.

Promoting environmental awareness is a key aspect of our commitment to sustainability. We integrate sustainability into the curriculum, ensuring that our students are educated about environmental issues and equipped with the knowledge and skills to make a positive impact. Through workshops, seminars, and hands-on activities, we encourage our students and staff to adopt sustainable behaviours and become advocates for environmental stewardship.

Equality, diversity, and inclusion (EDI) are fundamental values at Cirencester College. We actively promote EDI by creating an inclusive environment where every student feels valued and respected. Our efforts include implementing policies and practices that support diversity, providing resources and support for underrepresented groups, and fostering a culture of inclusivity. By embracing diversity, we enrich the educational experience and ensure that all students have the opportunity to succeed.

Engaging with the local community is another important aspect of our social responsibility. We build strong partnerships and collaborate on initiatives that benefit the community and support local development. Through community service projects, outreach programs, and collaborative events, we strengthen our ties with the community and contribute to its well-being. These efforts not only enhance our students' learning experiences but also foster a sense of civic responsibility.

Nurturing global citizens is central to our mission. We aim to develop socially responsible and culturally aware individuals who are prepared to navigate and contribute to an interconnected world. Our curriculum incorporates global perspectives, and we provide opportunities for international experiences through exchange programs and collaborative

projects. By fostering a sense of global citizenship, we equip our students with the skills and awareness needed to address global challenges and make a positive impact.

Looking forward, Cirencester College will demonstrate its unwavering commitment to sustainability and social responsibility. We will strive to be an exemplar institution, setting new standards for environmental stewardship, inclusivity, community engagement, and global citizenship. Our dedication to these principles ensures that we not only provide an exceptional education but also contribute to a better and more sustainable world.

Financial Strategy & Resource Planning

At Cirencester College, our financial strategy is designed to ensure the long-term sustainability and growth of the institution and ensure we provide a high quality service. We are committed to being inventive and clever in exploring potential new income streams, recognising that financial stability is crucial for delivering on our strategic objectives and maintaining our high standards of education.

One of our key approaches is to develop new finance streams through business exploration and potential research and sponsorship opportunities with industry. By actively seeking out innovative business ventures and forming strategic partnerships with industry leaders, we aim to diversify our income sources. This includes identifying opportunities for collaborative research projects that support our learners and attract funding and sponsorships, as well as exploring new markets and services that align with our expertise and capabilities. Our goal is to create a robust financial foundation that supports our mission and vision.

Aligning resource allocation with our strategic priorities is another critical aspect of our financial strategy. We ensure that investments are directed towards key areas such as curriculum development, technology integration, industry partnerships, research, and staff development. By prioritising these areas, we can enhance the quality of our educational offerings, stay at the forefront of technological advancements, and foster strong relationships with industry and community partners. This strategic allocation of resources enables us to maximise the impact of our investments and drive continuous improvement across the college.

To safeguard the college's long-term financial health, we implement robust financial forecasting and sustainability planning. This involves careful analysis of financial trends, projections, and potential risks, allowing us to make informed decisions and adapt to changing circumstances. Our financial planning processes are designed to ensure that we remain resilient and capable of navigating economic fluctuations while maintaining our commitment to excellence. By focusing on sustainability, we can secure the resources needed to support our strategic initiatives and achieve our goals.

Looking forward, these inventive and strategic financial practices will ensure Cirencester College is dedicated to building a sustainable future that supports our students, staff, and community. Our proactive approach to financial management ensures that we can continue

to deliver exceptional education and remain a leading institution in further education. By exploring new income streams, aligning resources with strategic priorities, and implementing comprehensive financial planning, we are well-positioned to achieve long-term success and make a lasting impact.

We measure our success through criteria such as successful External Audit results, our Financial status rating awarded from the Department for Education, and our Accounts approved by Corporation.

People and Culture: Empowered Staff

It is imperative that we actively curate a progressive, collaborative and positive working culture if we are to be successful. Our staff are committed to creating a vibrant and positive working environment where everyone feels valued and empowered. Our objective is to develop and implement comprehensive People & Culture policies that not only support and train our staff but also aligns them with the college's core values. By fostering a culture of excellence and continuous improvement under a supportive and collaborative attitude, we aim to ensure that our staff are motivated, engaged, and equipped to perform at their best.

We believe that our staff are our greatest asset in supporting our learners, and we are dedicated to encouraging their professional and personal development. Through targeted training programs and professional development opportunities, we provide our staff with the tools and resources they need to grow and excel in their roles. We are committed to being listening managers who actively seek and value feedback from our staff, ensuring that their voices are heard and their contributions are recognised.

Creating a positive and vibrant working environment is central to our People & Culture Strategy. We strive to cultivate a workplace where collaboration, innovation, and mutual respect are the norm. By promoting open communication and fostering a sense of community, we ensure that our staff feel supported and inspired to achieve their full potential. Genuine across-area curiosity and constructive criticism should be encouraged, but unproductive negativity should not be tolerated at any level. Negativity, or indeed unilateral area thinking without consideration for the college as whole, should be robustly challenged at all levels as this is a direct threat to our collective success and provides no advantage for the College or its learners. Our approach to issues should always be one of curiosity, positive collective solutions, and thinking collaboratively for the greater team.

To measure the success of our People & Culture policies, we track key performance indicators (KPIs) such as staff satisfaction rates, staff retention rates, participation in professional development activities, and the alignment of staff performance with the college's values. These metrics provide valuable insights into the effectiveness of our initiatives and help us continuously improve our approach to staff development and engagement.

Looking forward, Cirencester College will demonstrate its commitment to empowering staff and creating a positive and dynamic working environment. We are dedicated to supporting our staff in their journey to be their best, ensuring that they are aligned with our values and motivated to contribute to the college's success. By fostering a culture of curiosity, excellence and continuous improvement, we aim to build a thriving community where both staff and students can flourish.

Our approach includes high levels of cross college representation in consultations and review, open idea sharing, creating low-risk collaboration environments that enable collegiate decision making, and the embedding of Agile styles of management to create inclusive progressive solutions-based project work.

We prioritise professional development opportunities that are aligned with our strategic priorities, particularly in areas such as digital technologies and innovative pedagogies. By offering targeted training programs, we empower our staff to stay at the forefront of educational advancements and enhance their teaching and support capabilities. These opportunities enable our staff to continuously grow and adapt, ensuring they are well-prepared to meet the evolving needs of our students and the industry.

Ongoing training is a cornerstone of our strategy. We provide comprehensive training programs that equip our staff with the skills and knowledge required to deliver excellent teaching and support. This commitment to continuous learning ensures that our staff remain confident and competent in their roles, fostering a culture of excellence and high performance.

Aligning staff with the college's core values is essential to our People & Culture Strategy. We strive to foster a culture of excellence and continuous improvement, where every staff member is motivated to achieve their full potential. This includes setting clear expectations for performance, addressing poor performance effectively, and providing outstanding support and training to enable our staff to excel. We believe in a collegiate approach to hearing the voice of the workforce, ensuring that staff feedback is valued and incorporated into our decision-making processes.

Recognising and valuing the expertise and contributions of all staff is fundamental to our strategy. We celebrate the achievements and dedication of our staff, acknowledging their vital role in the success of the college. By fostering a positive and inclusive working environment, we ensure that our staff feel appreciated and motivated to contribute their best efforts.

Looking forward, Cirencester College will demonstrate its unwavering commitment to developing and supporting our staff. Our approach is designed to create a vibrant and dynamic workplace where excellence is the norm and every staff member is empowered to succeed. By investing in professional development, ongoing training, and a culture of continuous improvement, we ensure that our staff are well-equipped to deliver exceptional education and support, driving the college's success and making a lasting impact.

We measure our success through monitoring criteria such as Staff Surveying, Workload reviewing, and by ensuring staff retention measures are ahead of national benchmarks. In addition, we support our approach with a dedicated Wellbeing strategy and associated initiatives.

Summary

Cirencester College's strategic plan outlines a comprehensive approach and set of attitudes we must adopt to enable our goal of achieving excellence in education to be achieved.

Our **Vision, Mission & Core Values** highlight our commitment to fostering a culture of excellence and continuous improvement built wholly around our learners. We aim to be recognised as a beacon of innovation and inclusivity, providing exceptional educational programs that empower students to achieve their full potential. Our core values include innovation, inclusivity, collaboration, excellence, and global citizenship, which guide our efforts to create a supportive and high-performing environment for our learners covering a full spectrum of ability.

Our **Context & Strategic Drivers** address the dynamic educational landscape, focusing on the need for digital skills, technological integration, industry relevance, and global learning experiences. We recognise the importance of staying ahead of technological advancements and aligning our curriculum with industry trends to ensure our students are well-prepared for the modern workforce. Our commitment to globalisation and maintaining a strong brand further supports our strategic goals.

Our **Stakeholder Engagement Approach** emphasises the importance of community and industry partnerships in shaping the college's strategic priorities. By engaging with students, staff, parents, and partners, we gather valuable feedback that informs our decision-making processes. Working closely with industry and higher education providers, we build relevant and meaningful curriculum experiences.

Strategic Priorities & Objectives include developing a future-ready curriculum, integrating emerging technologies, fostering industry partnerships, promoting global learning, encouraging research and innovation, committing to sustainability, and ensuring financial stability. These priorities are organised into key pillars that reflect our focus on excellence, innovation, and student support.

Performance Monitoring & Evaluation involves tracking metrics such as learner outcomes, student and employer satisfaction, research impact, college standing, partnership effectiveness, financial sustainability, and environmental impact. Regular monitoring and evaluation by relevant stakeholders, including the Governing Body, ensure that our strategic plan remains on track and responsive to changing needs.

Our **Financial Strategy & Resource Planning** focuses on exploring new income streams through business exploration and potential research and sponsorship opportunities with industry. By aligning resource allocation with strategic priorities, we ensure investment in key areas such as curriculum development, technology integration, industry partnerships, research, and staff development. Robust financial forecasting and sustainability planning safeguard the college's long-term financial health.

We use a **People & Culture Strategy** that aims to support and develop staff, fostering a culture of excellence and continuous improvement. We provide professional development opportunities, ongoing training, and a collegiate approach to hearing the voice of the workforce. Recognising and valuing the expertise and contributions of all staff is fundamental to our strategy.

Our **Digital & Innovation Strategy** leverages technology to enhance learning and operations. By critically embracing emerging technologies such as AI, VR, and AR, developing staff digital skills, and creating dynamic learning experiences, we position the college as a sector leader in technological integration.

Finally, our **Sustainability & Social Responsibility** work underscores our commitment to environmental stewardship, inclusivity, community engagement, and nurturing global citizens. We implement eco-friendly practices, promote environmental awareness, actively support equality, diversity, and inclusion, engage with the local community, and develop socially responsible and culturally aware individuals.

Through this comprehensive strategy approach, and our guiding principle of questioning “What is the impact on the learner?” at every turn, Cirencester College will demonstrate its unwavering commitment to excellence, sustainability, and social responsibility, ensuring that we remain a leading institution in further education.

Matt Reynolds

Principal and CEO
Cirencester College
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