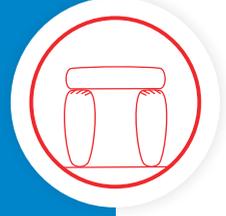
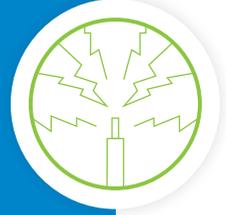




Wiltshire College
& University Centre



Strategic Plan

2019-2020

Mission statement

A vital player in Wiltshire's economic growth, raising skills and attainment, delivering excellence and innovation; inspiring people to achieve.

Wiltshire

Wiltshire is a rural but dynamic county with a fast growing population. It is part of the Swindon and Wiltshire Local Enterprise Partnership (SWLEP).

The SWLEP Economic Growth Zones are:

- A350 corridor – Malmesbury, Corsham, Chippenham, Melksham and Trowbridge
- South Wiltshire A303 – Porton, Salisbury and the garrison towns (Military Resettlement)
- Swindon/M4/A4 corridor

There are strong prospects for employment growth in the area; twice the rate of growth predicted nationally. Projections indicate that occupational profile of the area will continue to shift towards higher level-occupations.

The priority sectors for economic growth in the region include:

- Engineering/Advanced Manufacturing
- Sciences/Health
- Defence
- Tourism
- Land-based/AgriTech/Food
- Digital
- Care
- Construction

Sectors to watch are:

- Sustainable Technology and Construction
- Low carbon in general
- Cybersecurity
- Innovation in agritech and energy

Skills and talent are at the heart of the SWLEP's Strategic Plan – the area must have an appropriately skilled and competitive workforce to achieve its growth ambitions.

Wiltshire College & University Centre

Wiltshire College & University Centre has five campuses located across the three economic growth zones in the county - in Chippenham, Lackham (specialist land-based provision), Trowbridge and Salisbury as well as a facility at Castle Combe (motorsport engineering).

The College's provision spans 14- 16 School Links, 16-18 year olds, Higher Education to HND and degree level, apprenticeships, adult part time/professional courses and bespoke courses for industry. Additionally it operates a joint venture company with Bridgewater & Taunton College which specialises in delivering apprenticeships to the military across the UK and abroad.

There is a significant and growing military presence in Wiltshire and this forms a key element of the College's strategy; as a key partner and provider addressing the training and education needs of serving personnel and their families as well as leavers and veterans.

It is a significant provider of Higher Education and its higher level provision includes a range of industry linked Higher National Diplomas (HNDs) and a range of degree programmes in partnership with Oxford Brookes, The Royal Agricultural University, Bournemouth and Greenwich universities.

In 2017 the College was awarded £22million growth funding through the Swindon & Wiltshire Local Enterprise Partnership, to develop and enhance its Salisbury and Lackham campuses. This work will be completed by 2021.



Salisbury campus redevelopment

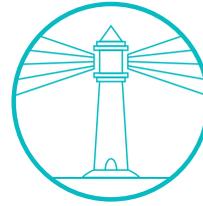


The proposed new Agri-tech building

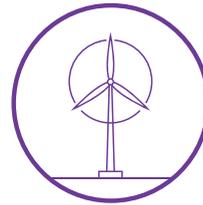




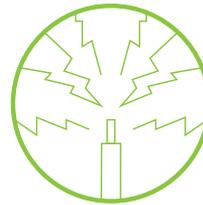
Strategic Aims



To be a beacon of excellence in education and training



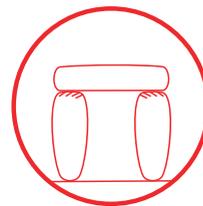
To drive economic growth in our region through the delivery of skills aligned to local economic priorities and employer needs



To lead the sector in innovation in teaching and learning and curriculum offer and delivery



To recruit, retain, develop and reward the best staff who will take the College forward



To be a future proofed, financially viable organisation able to invest for growth and sustainability

The Beacon

To be a beacon of excellence in education and training



Objectives

- To be the first choice college for students, employers and staff
- To provide an outstanding teaching, learning, assessment and learner experience
- To ensure resources, both human and physical, are fit for purpose
- To become a role model college in both the country and sector
- To be recognised for excellent communication and marketing both internally and externally

This will be achieved through:

- Achieving excellent outcomes in all external audits and against national benchmarks through effective quality assurance processes
- Implementing an effective and evolving teaching, learning and assessment strategy
- Dynamic and proactive governance
- An effective staff development policy
- Investment in resources and facilities
- A robust progression strategy
- Appropriate and effective employer engagement and delivery
- Effective community engagement
- A comprehensive student engagement strategy, encompassing both employability skills and personal development
- A proactive Safeguarding and Prevent strategy

What will success look like?

- The College has an excellent reputation in all communities and advances equality and diversity
- The College is deemed to be outstanding in all external audits
- The College brand and sub-brands are recognised and associated with excellence
- Opportunities are recognised and exploited
- Staff are empowered to take risks
- There are specialisms within campuses and good practice is embedded across College
- Students have excellent employability skills and move to positive destinations
- Students are role models in their communities, are well informed of their social responsibilities and know how to keep themselves safe

The Dynamo

To drive economic growth in our region through the delivery of skills aligned to local economic priorities and employer needs



Objectives

- To generate growth through a range of activities aligned to the Strategic Plan
- To develop and invest in areas of specialisms around key economic growth priorities and the military
- To develop a culture of ambition and aspiration which adds value (and qualifications) to the individual customer
- To develop a culture that is agile and able to exploit opportunities e.g new funding streams, acquisition and shared services
- To continue with a whole college approach to key stakeholder group engagement

This will be achieved through:

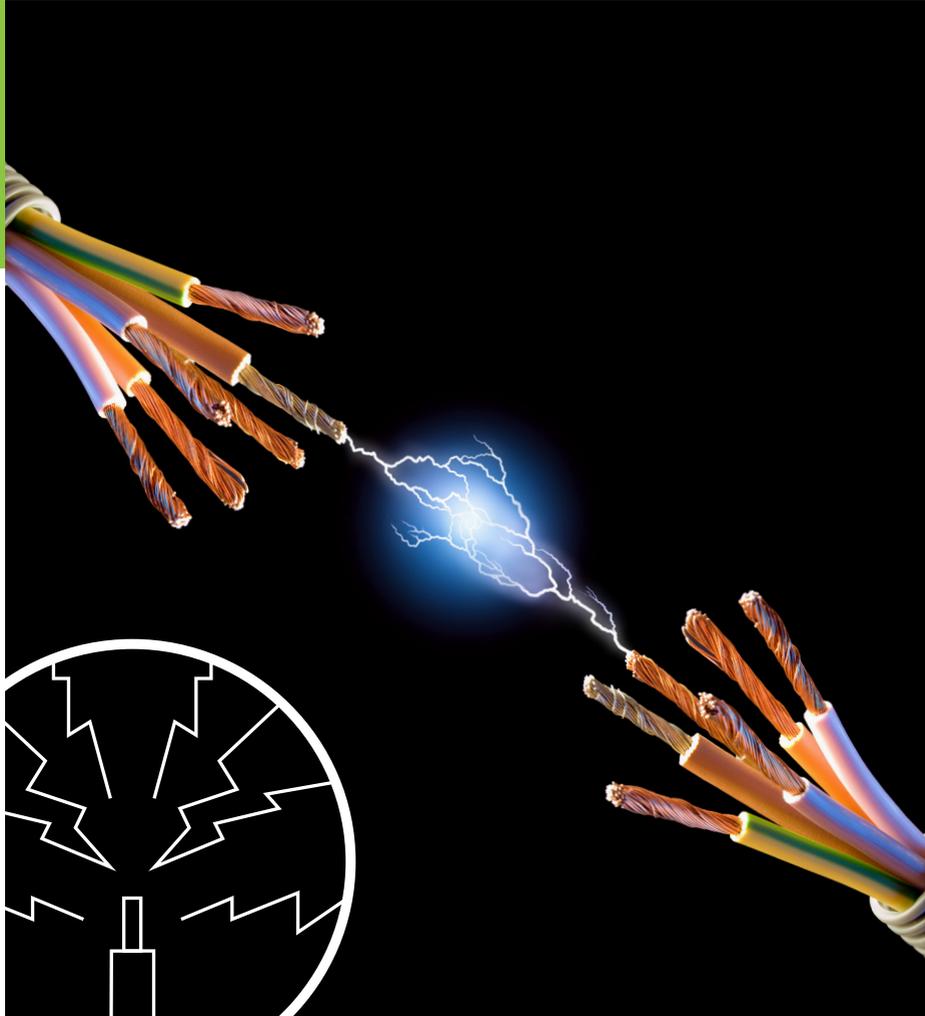
- A five year curriculum strategy linked to Local Economic Growth Priorities (LEP) and employer demand and engagement which addresses the key areas for growth in apprenticeships, higher education, pre-16, military resettlement and in service delivery
- A long term estates strategy aligned to curriculum strategy and demographic growth (capacity building)
- Investment in technology, infrastructure and staff skills to deliver innovation and growth
- A staffing structure that enables innovation, growth and sustainability
- Innovative curriculum planning and delivery, and investment in market research and new product development
- Creating a 52 week 'open for business' college

What will success look like?

- The College is first choice for employers and the military and is seen as highly responsive
- The economic impact and value of the College is understood by all and local economic skills priorities are being addressed
- The College has an excellent reputation and attracts students and high quality, ambitious staff from all over its catchment area
- The organisation is sustainable financially and becomes future proofed
- Surpluses are reinvested in future, sustainable developments
- The portfolio is balanced
- Estates are relevant for 21st century learning and capital investment is linked to growth

The Livewire

To lead the sector in innovation in teaching and learning and curriculum offer and delivery



Objectives

- To develop a flexible culture that empowers innovation, experimentation and risk-taking and enables sharing of best practice
- To ensure a high-quality learning experience across the College through the promotion of inspirational, innovative teaching and learning practice, enabling all student to achieve their full potential.
- To involve employers in curriculum design and delivery that supports their future organisational development, develops aspiration and supports career progression
- To develop best practice assessment techniques and enable students to improve their work as a result of rigorous assessment practices
- To ensure students play an active role in the College's teaching, learning and assessment culture
- To develop an ethos of self-reflection and ambition to improve personal performance, teaching, learning and assessment.

This will be achieved through:

- A teaching, learning and assessment strategy that embraces innovation
- A culture where all members of staff are committed to delivering the highest possible standards of teaching, learning and assessment
- Teaching, learning and assessment that develops and extends students technical skills and knowledge as well as a wider range of skills required for progression and employment
- Highly effective monitoring, support and quality assurance systems
- A staffing structure, support system and culture that enables flexible and innovative practice
- An employer engagement strategy that encompasses innovative curriculum development

What will success look like?

- There is outstanding teaching, learning and assessment which equips students with transferable life skills
- Students work independently and collaboratively to develop confidence, autonomy and technical skills and knowledge
- There is outstanding progression to further study and/or employment
- Employers are confident that they can influence curriculum design and raise aspiration
- College leavers/graduates are first choice employees
- The organisation is seen as a responsive and agile college which leads to new opportunities

The Drivers

To recruit, retain, develop and reward the best staff who will take the College forward



Objectives

- To ensure the best staff are recruited and retained and can progress through the organisation
- To ensure the College is seen as a highly desirable employer
- To multi-skill staff more effectively for flexibility, growth and innovation (aligned to key growth areas) through staff development and training
- To maintain and improve effective communications
- To maintain a positive leadership culture where ownership, accountability and involvement in decision making is promoted
- To explore opportunities for creative staff deployment in specialist skills areas where there are shortages

This will be achieved through:

- Ensuring the College pay structures/terms and conditions are in line with the College sector/industry
- New Human Resources policies that embrace and invest in succession planning and management development training
- Creating a recruitment strategy to promote Wiltshire College as a good place to work
- Working with other colleges, employers and providers to introduce new delivery models and shared staff training and development
- Innovative and imaginative staff development that empowers risk taking
- A communications strategy that engages all stakeholders

What will success look like?

- The best staff are recruited and retained
- Recruitment is aligned to longer term curriculum, development and economic growth priorities
- There is a highly skilled and committed workforce where wellbeing is promoted
- There is a risk taking culture, with staff empowered to make decisions which stimulates creativity
- Sharing of best practice is normal practice
- The best staff and high performance are rewarded and there is an aspirational culture
- The College is seen as a first choice employer; providing good career opportunities, an enjoyable work environment and suitable work life balance
- There is a clarity of communication throughout the organisation
- No silos exist and there is a strong teamwork ethic
- Everyone is a leader in their own right

The Rock

To be a future proofed, financially viable organisation able to invest for growth and sustainability



Objectives

- To have self-sufficient campuses of the right scale and quality, each providing flexible space and delivery, generating a healthy financial contribution
- To have a balanced portfolio developed both organically and through partnership working including acquisition/federation
- To have motivators in place for perpetual growth
- To have a sustainable curriculum offer which is responsive and agile
- To be a sustainable college in a sector which is facing considerable financial challenges through prolonged underfunding and grant reductions
- To generate positive financial surpluses by focusing on ambitious growth targets and sound cost management

This will be achieved through:

- Deploying investment targeted for income growth
- Fully utilising the estate and spaces in year round operations
- Successful delivery of the Accommodation Masterplan aligned to the curriculum strategy
- Each campus making its maximum potential contribution
- The provision of robust and reliable data to drive responsibility and actions
- Developing specialisms and brand strengths in different geographic locations
- Appropriate partnership working and horizon scanning

What will success look like?

- It is a robust and strong college which has a secure future
- The College has outstanding financial health
- There is a culture of ownership and responsibility for what the College provides to ensure a vibrant, growing and efficiently run organisation
- It is a college that continues to invest in future-proofing and reinvestment for growth
- It is a college that has diversified into other appropriate and synergistic areas to support core business
- The College estates are relevant for 21st century learning, are well maintained and continue to be developed in line with curriculum growth
- Data around forecasting and planning is clear and drives achievement of targets
- There is strong operating cash generation



Apprenticeships

All Levels

5 Campuses

Chippenham
Lackham
Salisbury
Trowbridge
Castle Combe

£35m turnover

Employer Engagement

Military Resettlement

Professional training courses

Entry Level to Level 3 Study Programmes

Adult Part-time

All Levels

University Partnerships

Oxford Brookes University
Royal Agricultural University
Bournemouth University
Greenwich University

