



**Varndean**  
College Brighton & Hove

# STRATEGIC PLAN 2022- 2025

## OUR MISSION

Varndean College will **transform** the **lives** of our students and our community **through** our provision of **exceptional education.**



## OUR VALUES



## OUR MISSION

TO  
**TRANSFORM**  
THE  
**LIVES**  
OF OUR STUDENTS  
AND OUR COMMUNITY  
**THROUGH**  
OUR PROVISION OF  
**EXCEPTIONAL  
EDUCATION**

- We inspire **academic excellence**, high expectations and a thirst for knowledge, developing a curiosity and passion for lifelong learning.
- We have a **dynamic culture** which engages staff and students, celebrates achievement, encourages innovation, and strives for continual improvement.
- We enable **true social mobility** for all student groups providing the environment, support and opportunities that every student needs to succeed in order to narrow gaps within society.
- **Equality and diversity** is at the heart of all we do. We promote understanding and respect for different cultures and communities, in college, locally and globally.
- We provide excellent opportunities for **enrichment, well-being and pastoral support** so that we build resilient, happy and successful students who flourish in life.
- **Environmental sustainability** is at our core, we are committed to carbon literacy, becoming carbon neutral and developing our estate as an area of biodiversity.
- We believe in **inspirational governance, leadership and management** and invest in our staff, empowering a confident, diverse and energised workforce.
- We responsibly use public funds and provide **value for money** to safeguard the financial stability of the College to bring maximum benefit to our local community.



Our Students are **at the heart of all we do.**

We will provide an exceptional student experience and preparation for life so that all of our students flourish at college maximising opportunities for their future employment, education and lives.





# OUR PILLARS

## **Environmental Sustainability**

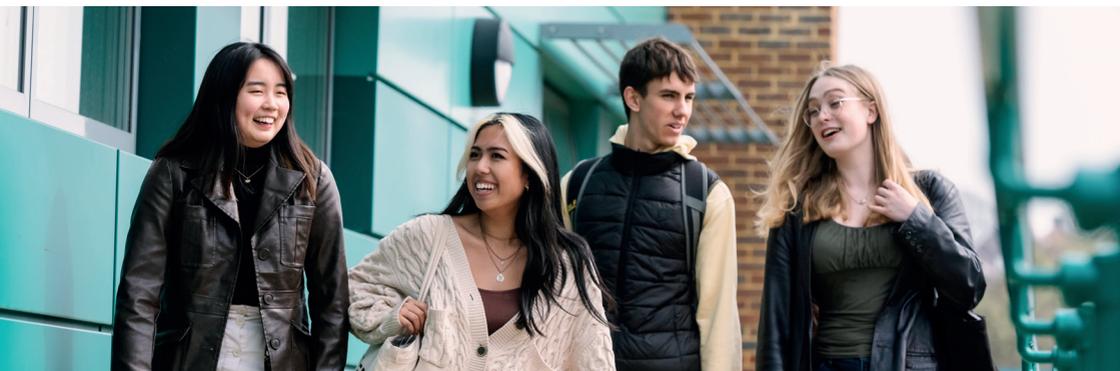
We will be a leading college in sustainability, becoming carbon neutral by 2030. We will conserve natural resources to protect the global ecosystem and will develop our estate as an area of biodiversity. We will develop our curriculum so that all students are carbon literate.

## **Our Curriculum**

We will provide an innovative, aspirational and inclusive curriculum which promotes the value of learning, fosters curiosity and knowledge and enables all students to achieve excellence. We will deliver provision which enables the ambitions of our students and responds to individual and local needs.

## **Global Citizenship**

We will develop our students to be citizens of the world through opportunities to work alongside those from different backgrounds, including our international student community. We will develop students' personal and employability skills, to fully prepare them for their future careers and education.





# OUR PILLARS

## Community & Partnerships

We will lead and be renowned for partnership work and collaboration that increases the educational and employment opportunities for different groups of students, and helps our College community to grow and thrive. Through these relationships we will support adults and 16-19 year olds to progress into technical training, apprenticeships, employment and higher education.





# OUR FOUNDATIONS

## **Our Staff**

We will value and empower our greatest resource, our staff, so that they benefit from a purposeful, supportive and kind workplace and community, which strives for excellence, ensuring student success and serving the wider community.

## **Financial Sustainability**

We will secure the future of the college, its students, staff and estate through excellent financial and resource management to enable an exceptional student experience, a happy, secure and consistent workplace and a growing and thriving community asset.



# KEY PERFORMANCE INDICATORS

Area	Key Performance Indicator	Evidence	When and where will this be reported?
<b>Strategic Objective 1:</b> <b>Student experience</b>  Accountability: Vice Principal (Students)	Attendance is consistently above national averages	Attendance is 92% or above	College Corporation termly.
	Over 90% of students are very satisfied with their experience	Student Survey results	College Corporation. Annually, Summer Term
	The College achieves all the Gatsby Benchmarks for effective careers education.	Annual Report measuring progress against the Benchmarks.	College Corporation. Annually, Spring Term
	90% of students access work experience or employer interactions	Careers data	College Corporation. Annually, Spring Term
	80% of university applicants (through UCAS) are successful in securing a place.	UCAS placement report	College Corporation. Annually, Autumn Term
	Students go on to positive destinations	The college scores above average in HESA survey, Retention and Destination surveys are positive. Progression from level 2 – level 3	College Corporation. Annually, Summer/ Autumn Term
	College will be graded Outstanding in next inspection	Ofsted Report	College Corporation
<b>Strategic Objective 2:</b> <b>Environmental Sustainability</b>  Accountability: Principal	The college will be a leading college on AOC roadmap	Progression will be demonstrated on the AOC roadmap to Sustainability	College Corporation. Annually, Summer Term
	Carbon literacy qualification will be embedded across the college	Participation rates for Carbon Literacy project across college	College Corporation. Annually, Summer Term
	Reduced carbon footprint	Carbon footprint data	College Corporation. Annually, Summer Term
	The estate develops in its biodiversity and ecology	The estates report	College Corporation. Annually, Summer Term
<b>Strategic Objective 3:</b> <b>Curriculum</b>  Accountability: Deputy Principal	Overall achievement rate is consistently above national averages.	National Achievement Rate Tables.	College Corporation. Annually, Autumn Term, Spring term
	Retention rates are consistently above national averages	Pre-census- census retention data In-year subject retention data. Retention rate year 1 to year 2 data End of course retention data	College Corporation. Annually, Autumn Term, Spring term
	All Students make positive progress and more than expected of them at level 3	Value added data ALPS above 3	College Corporation. Annually, Autumn Term, Spring term
	Teaching and learning consistently is consistently of good quality	Quality cycle Learning walks and lesson observations	College Corporation. Annually, Autumn Term
	All curriculum areas to have appropriate routes to higher education in place for students internally or externally	Course reviews SAR	College Corporation. Annually, Autumn Term
	Student enrolment increases by at least 5% year on year	Enrolment data	College Corporation. Annually, Autumn Term

<b>Strategic Objective 4:</b> <b>Global Citizenship</b>  Accountability: Vice Principal- (Students)	Close gaps in achievement rates for each Equality and Diversity measure to within two percentage points.	Actual achievement rates, in year tracking data (Autumn and Spring) EDI report	College Corporation. Annually, Autumn Term
	90% of students show measurable improvement in their soft skills over a year of study (including confidence).	Student careers survey	College Corporation. Annually, Summer Term
	90% of Yr1 students engage and participate in enrichment, community projects or global experience/ international exchange provision	Enrichment report	College Corporation. Annually, Summer Term
	Satisfaction rates from student groups are positive from all groups	EDI report	College Corporation. Annually, Autumn Term
	Students' views reflect an understanding of and valuing of citizenship	Tutorial survey	College Corporation. Annually, Summer Term
<b>Strategic Objective 5:</b> <b>Community &amp; Partnerships</b>  Accountability: Principal	Adult enrolments grow in vocational and skills courses	Funded Adult education enrolment	College Corporation. Annually, Spring Term
	Achievement rates for 19+ are above national benchmarks	Achievement rates for adult and community education	College Corporation. Annually, Autumn Term
	The college increases its partnerships and engagement	Annual partnership report stakeholder feedback	College Corporation. Annually, Spring Term
<b>Strategic Objective 6:</b> <b>Staff</b>  Accountability: Principal	Staff turnover and absence rates are well below SFC benchmarks	Staffing data HR report	College Corporation. Annually, Autumn Term
	100% of staff engage in CPD	CPD and appraisal records	College Corporation. Annually, Autumn Term
	Staff well being and satisfaction survey demonstrates work satisfaction above other local providers in survey satisfaction increases	Staff focus groups, appraisals and staff surveys indicate high satisfaction	College Corporation. Annually, Summer Term
	The college has an improving diversity in its workforce	HR report	College Corporation. Annually, Autumn Term
<b>Strategic Objective 7:</b> <b>Financial Sustainability</b>  Accountability: Vice Principal (Resources)	College achieves actions in Financial Sustainability Plan	RAG Financial Sustainability Plan	Finance Committee/ College Corporation. Termly
	The annual budget is achieved.	Management accounts	Corporation. Annually, autumn term.
	Maintain and build positive cash balances.	Management accounts	Finance Committee/ College Corporation. Termly
	The college remains at least good for financial health	EFSA bench marks	Finance Committee/ College Corporation. Autumn Term
	The Adult Education budget allocation is achieved.	Management Accounts.	Finance Committee/ College Corporation. Autumn Term
	Revenue from other non-EFSA sources continues to grow by 15%	Management Accounts. International Report RAG Financial Sustainability Plan	Finance Committee/ College Corporation. Summer Term
	Improve the College estate through funding and investment in capital buildings and development of a new master plan.	£5million investment Property strategy	Resources committee Corporation. Annually.