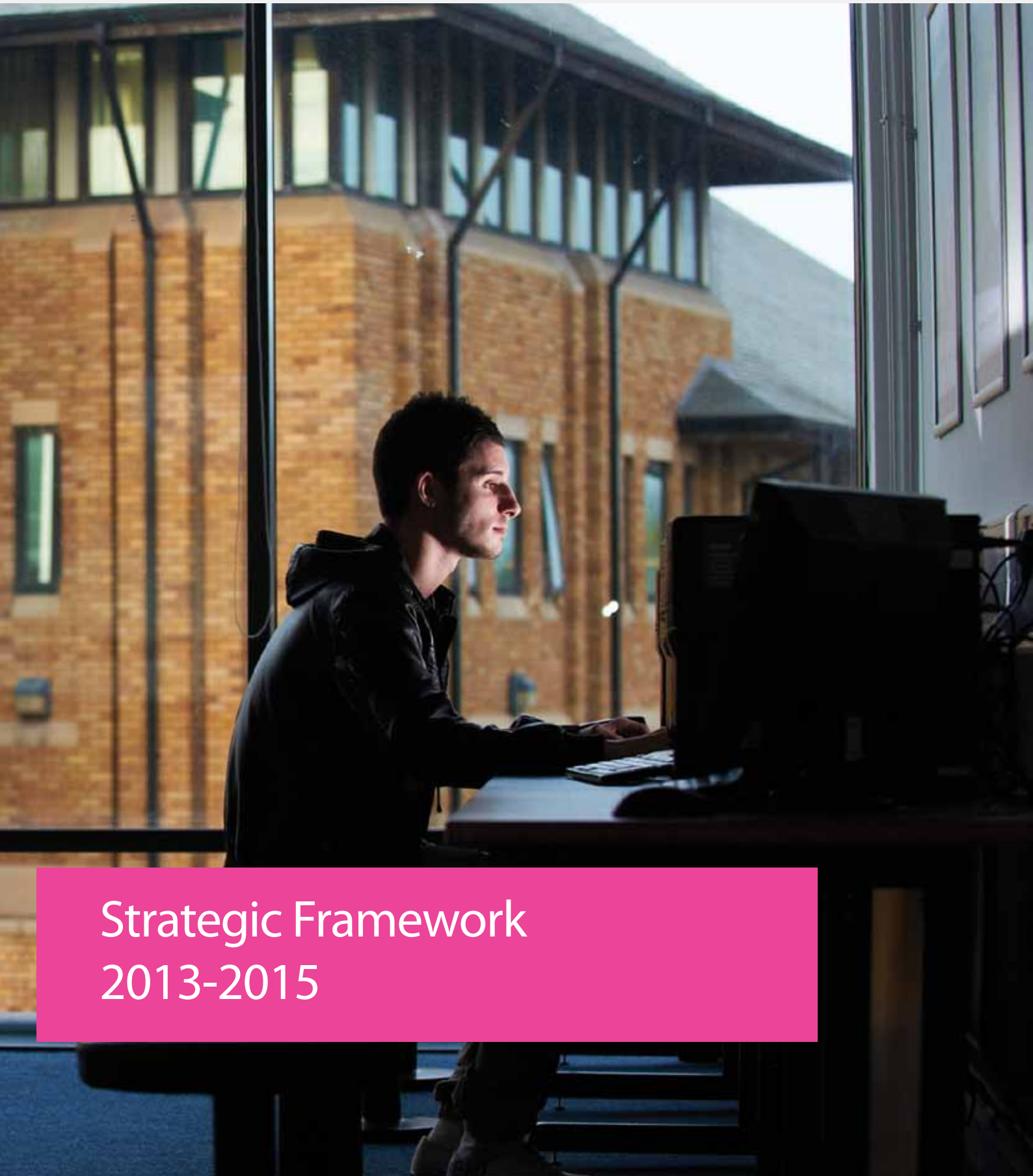


The Sheffield
College



Strategic Framework 2013-2015

Excellence

Employability

Enterprise

E-Enabled

Engagement

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A nighttime photograph of Sheffield, UK, showing a dense urban landscape with numerous buildings illuminated by city lights. The city is set against a dark blue night sky. In the foreground, there are some lower-rise buildings and a road with streetlights.

Strategic Framework 2013-2015



Heather MacDonald
Chief Executive



David Waxman
Chair of the Corporation

Foreword

Sheffield as a city, and the wider Sheffield City Region, have far-reaching plans to respond to the economic challenges facing the area. The Sheffield College has a key role to play in meeting these challenges, by:

- raising aspirations, fostering enterprise;
- helping people improve their knowledge, skills, and adaptability;
- meeting the future skills needs of businesses and key employment and wealth creating sectors, so that they can grow.

Over the last two years we have made big strides in helping our students succeed in their learning and in meeting our financial objectives. We have cut costs, improved quality and become much more responsive.

Early in 2012 Governors met with the Directors to review the College's strategy. We decided to change the nature of our strategy. Instead of a long and complex document listing detailed actions and their timing we have created a strategic framework.

The purpose of the framework is to provide the College, its staff, and our stakeholders with a clear summary of:

- our vision and our values;
- the local and regional context in which the college works;
- our current priorities, and how we will judge progress against each of these.

The ambitious framework has been strongly shaped by consultation with our stakeholders, students, and staff. It is flexible, so that we can seize opportunities as they arise, and adapt swiftly to future changes, including the large cuts in public spending that are coming.

The framework is organised under the themes Excellence, Employability, Enterprise, and being E-enabled. The themes will all be underpinned by a core theme of Engagement. This reflects our firm commitment to make a major long term contribution to the social and economic outlook of the city, the region, and the communities we serve.

Whether you are a student, a member of staff, a business person, a citizen, or a stakeholder, we commend it to you.

David Waxman
Chair of the Corporation

Heather MacDonald
Chief Executive

¹ Detailed objectives and actions are contained in one year Operational Plans and associated Enabling Strategies. These are the responsibility of individual senior managers.

Our vision

The Sheffield College will transform lives by offering outstanding education and training.

We will inspire our students, unlock their potential and allow them to lead fulfilling lives and pursue successful careers. Our aim is to enhance the wealth and quality of life of individuals, employers and the communities of the City Region and beyond.

The Sheffield College will be at the heart of a group of organisations that lead education and skills provision in the City Region. Members of the group will include further education colleges, private training providers, academies and other organisations. All will be committed to the creation of coherent routes to employment and to further opportunities for study. The family will have close and productive links with employers and be their natural choice for meeting their own training needs. It will have a reputation for innovation and for excellence. It will be a major contributor to the Sheffield City Region Strategy for 2020.

We will:

- be in a strong financial position and have diverse sources of income, reducing our current over-reliance on public funding;
- reinvest to improve quality and respond rapidly to new demands and new opportunities;
- be flexible enough to seize opportunities
- contribute to the quality of life and cultural diversity of the City Region.

We will engage employers and our students (and, if appropriate, their parents) in our curriculum pathways, with direct links to employment at all stages in each pathway. Our students, through their achievements, will contribute to the 'Successful Sheffield' economy, as well as the cultural richness of the City Region. In particular we will focus on responsively meeting the skills needs of the major employment sectors in the City Region, and on raising the attainment level of citizens generally.

Our buildings, facilities, and equipment will provide a sector-leading environment for learning. We will be recognised by quality assurance agencies as excelling, not least in learning and teaching, in all that we do.

In short, the Sheffield College will be a responsive and excellent provider of education and training, engaged in the regional economy. It will support enterprise, employment and strengthen the communities it serves.



Our values

The College has refreshed its values to recognise the changed circumstances in which we operate, to support our ambitions and the delivery of our objectives. The new values remain true to our commitment to inclusivity and widening participation.

We have consulted widely to ensure the values are shared. They state what we believe in strongly and value highly and they make a firm statement about how we operate. They are the beliefs, attitudes and behaviours that guide how we work with our students, staff and other stakeholders.

At The Sheffield College, we value:	
Integrity	Honesty, trust and transparency Speaking up and speaking out Clear, timely and constructive communication
Inspiration	High expectations Recognising and celebrating success Sharing rewards
Inclusiveness	Diversity and equality of opportunity Commitment to social justice Appreciating and celebrating difference
Innovation	Thinking differently and being open to change New ideas and being enterprising Taking calculated risks
Involvement	A shared culture – ‘stronger together’ Our openness and willingness to share Having great partners

The Sheffield Context

Sheffield, situated on the Derbyshire and Yorkshire borders, is the third largest metropolitan district in England and has a population of 555,000. It has a proud industrial heritage and a bright future. However, it has challenges that must be acknowledged and addressed, with companies reporting skills shortages on one hand, and too many people disconnected from the labour market on the other.

By 2020, Sheffield will be a city of global economic significance, leading the way in advanced manufacturing, knowledge-based industries and low carbon technology

The city of Sheffield Strategy to 2020

Sheffield was long known as the leading city globally for the manufacture of steel and, when this industry modernised, globalised and shed jobs it was badly affected. It has since diversified its economy and until the most recent recession was affected in line with, rather than disproportionately to, the national rate of growth.

Sheffield is part of a City Region that includes Rotherham, Barnsley, Doncaster and Chesterfield as well as parts of rural north Nottinghamshire and Derbyshire. Its economy retains a strong advanced manufacturing sector but has, over recent decades, steadily increased the proportion of services such as healthcare, business, financial services and education. It also developed a range of specialist clusters, particularly around medical technologies, digital and new media industries. The ten years prior to the global financial crisis and subsequent recession had led to improvements across a range of measures, from economic and job growth to improved investor confidence and the transformation of the city centre. Recent lack of growth has slowed further progress across all of these measures.

The Sheffield Economic Masterplan has identified that there is a £1.1 billion shortfall between what the Sheffield economy could produce and what it does produce.

The combined effect of too few people in employment and low levels of productivity in the Sheffield economy produces a wide gap in prosperity for Sheffield compared to other UK cities

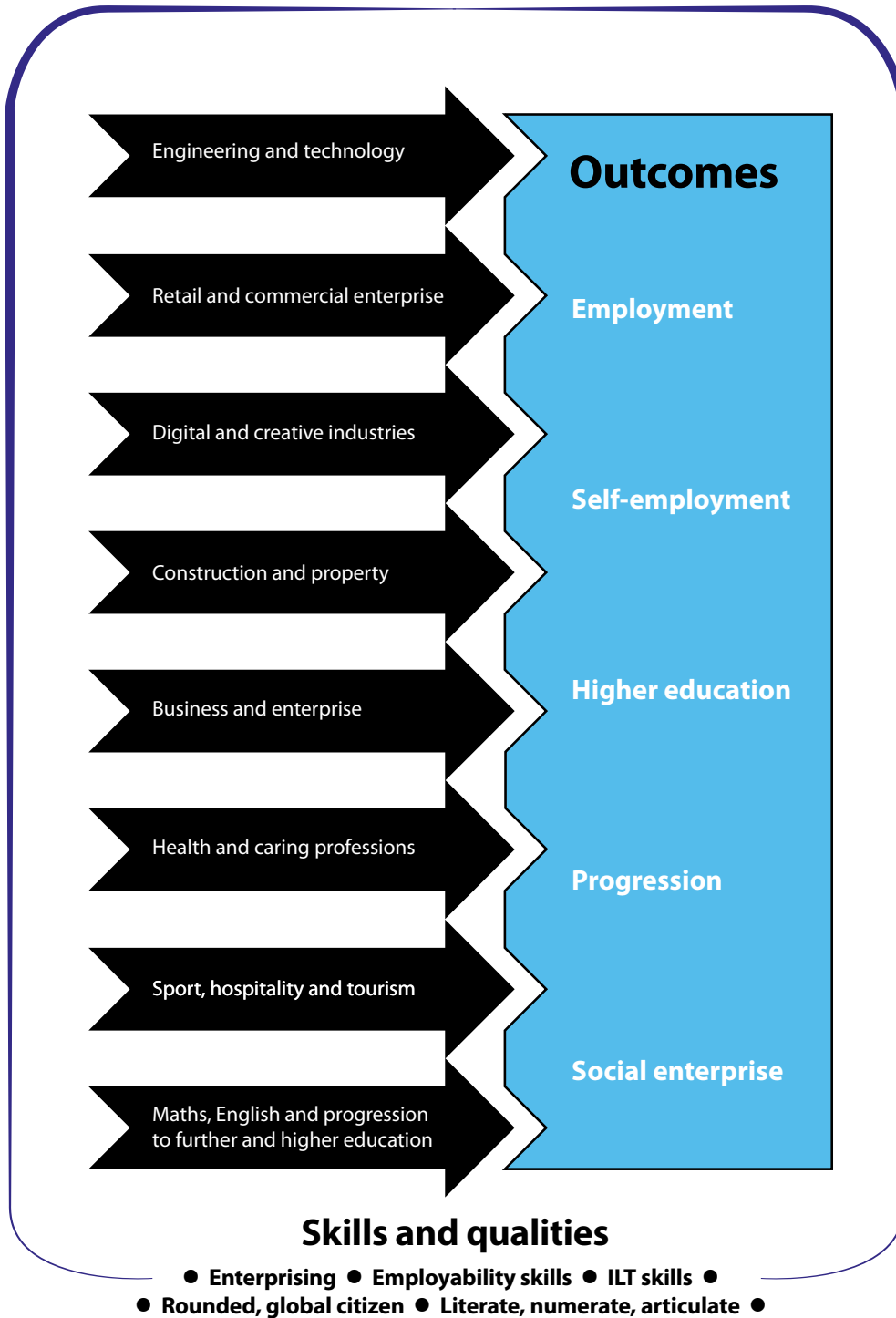
Sheffield Economic Masterplan

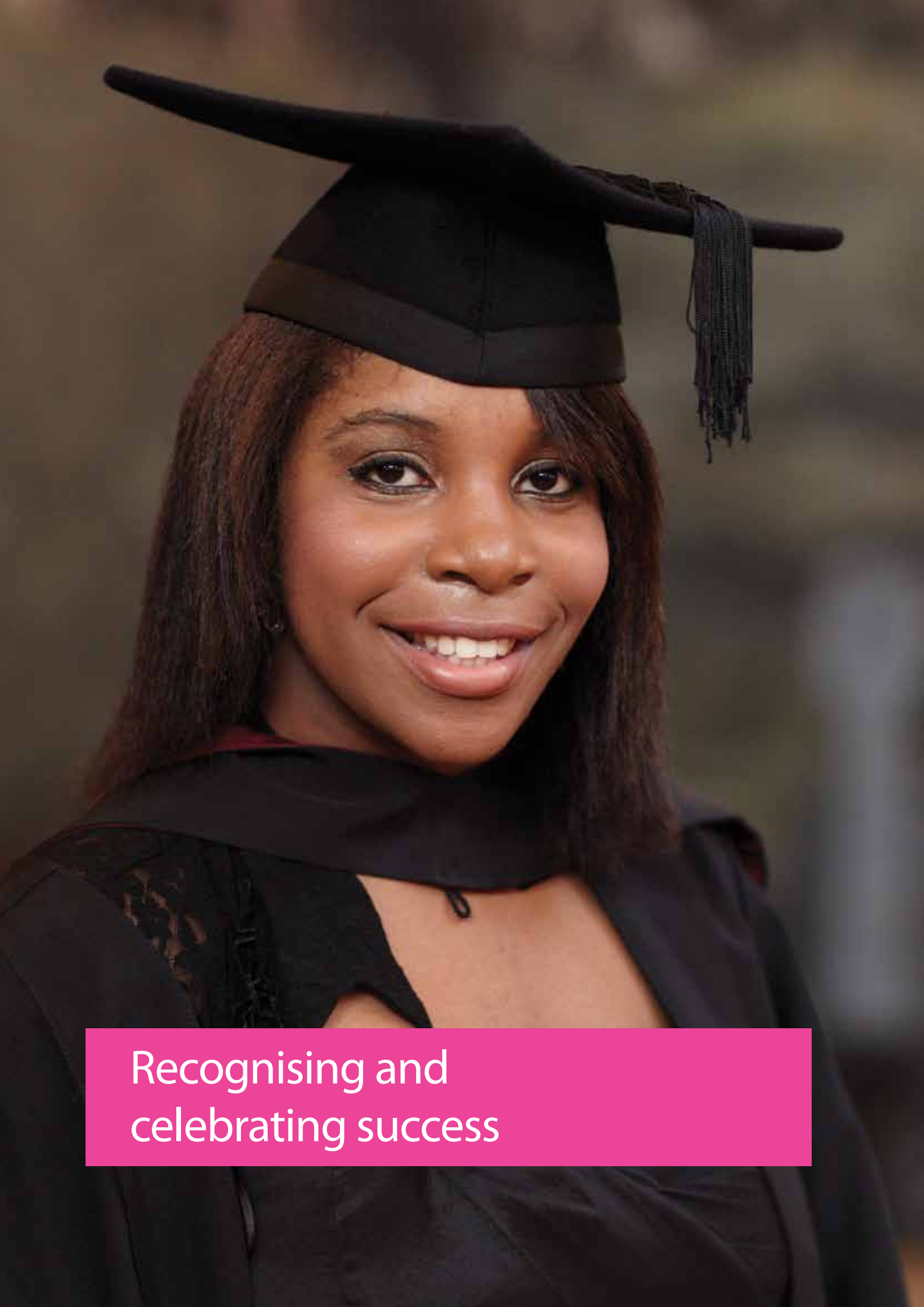
The Sheffield College can make an important contribution to increased prosperity for the City Region, and our strategic objectives are set in this context. The city's Economic Masterplan and the City Council's Corporate Plan both identify educational attainment, raising aspirations and providing high level skills as essential to the city's growth ambitions. The College is also central to the recently announced City Deal, which will mean more investment for apprenticeships and employer based training. The College is determined to ensure that it helps to provide opportunities for everyone in Sheffield to develop high quality vocational, enterprise and employability skills.

The City's Challenges

Key Indicator	The City of Sheffield Position	Regional (Y&H)	National
Total Population (all)	555,500	5,301,300	60,462,600
Total Population (16-64)	376,200 (67.7%)	65.3%	64.8%
Unemployment	26,500 (9.6%)	9.5%	7.9%
Employment	250,300 (65.9%)	67.8%	70.0%
Youth Unemployment [NEET]	8.8%	7.5% (core cities, not regional position)	6%
Unfilled Jobcentre Vacancies (Apr '12)	2,520	27,197	305,814
Aged 16-64 with NVQ4 or above	122,300 (33%)	26.4%	31.3%
Aged 16-64 with NVQ3 or above	198,000 (53.4%)	47.4%	51.0%
Aged 16-64 with NVQ2 or above	251,300 (67.8%)	64.2%	67.3%
Aged 16-64 with NVQ1 or above	297,500 (80.3%)	79.0%	80.2%
Aged 16-64 with 'other qualifications'	23,400 (6.3%)	8.2%	8.5%
Aged 16-64 with no qualifications	49,600 (13.4%)	12.8%	11.3%
16 year olds leaving school with 5A*-C including English and Maths	49.4%	-	58.9%

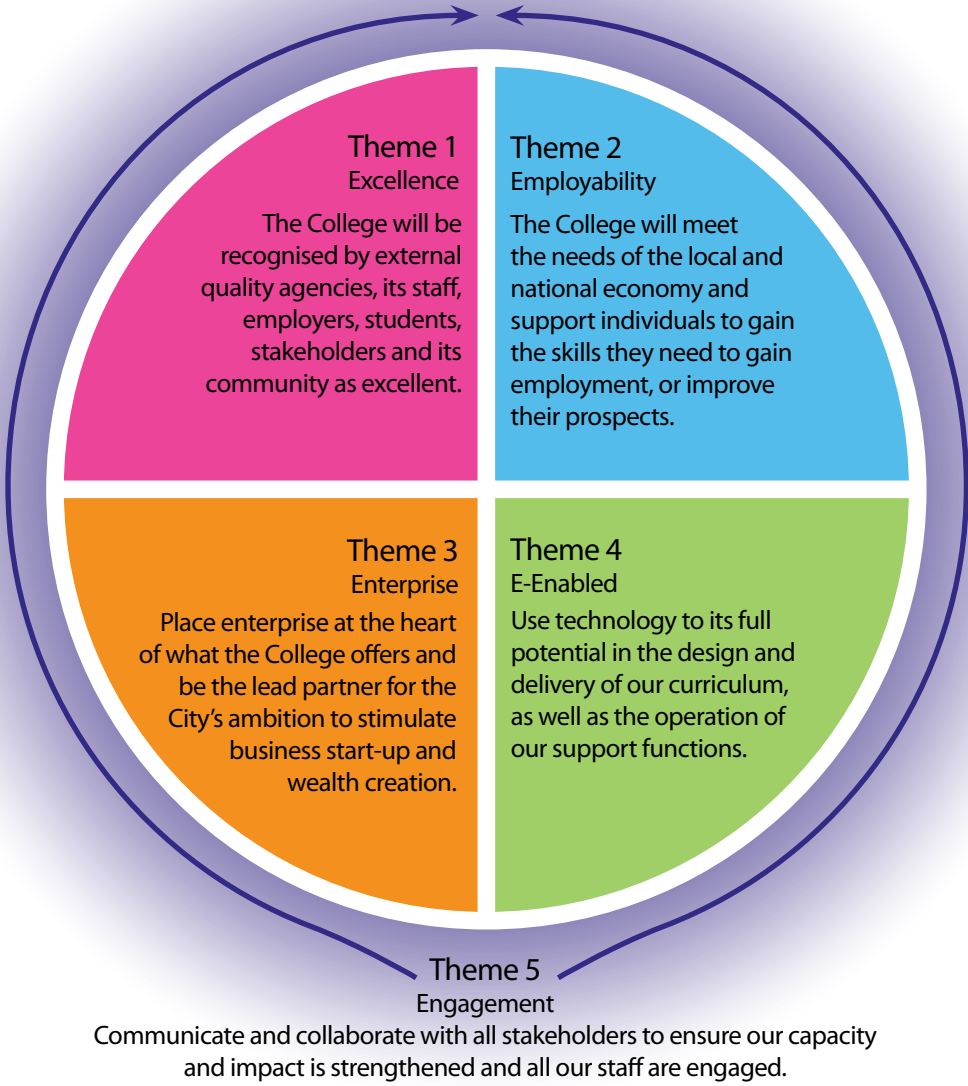
Our Curriculum Pathways





Recognising and
celebrating success

Our Strategic Themes



Theme 1: Excellence

The College will be recognised by external quality agencies, its staff, employers, students, stakeholders and its community as excellent.

Strategic Objective – What we need to do	2012/13 Measures of progress – How we'll measure our success
<p>Reinvigorate the Quality Strategy to focus on motivational target setting, tracking, monitoring, assessment and effective feedback.</p> <p>Develop a teaching and learning Strategy together with a supportive, staff-owned Teaching and Learning Framework and deliver improvements in teaching, learning and assessment.</p> <p>Produce a People and Organisational Development Strategy to ensure we have the right people, skills and culture.</p> <p>Ensure Business Support Units successfully meet the outcomes of their service level agreements and all improvements are benchmarked against user feedback.</p> <p>Through a revised Financial Strategy, achieve a robust financial position that allows investment in key priorities.</p>	<p>Achieve an overall success rate of 83% in 2012/13, towards our aspiration of being in the top 10% of Colleges by 2013/14.</p> <p>Excellent reputation across all stakeholder groups (students, parents, employers, schools, local and national government).</p> <p>Achieve a Good Ofsted category for Teaching and Learning and Overall Effectiveness by 2013 and Outstanding by 2014.</p> <p>Ensure 80% of sessions rated and externally validated as good or outstanding by 2014.</p> <p>Deliver a 5% surplus year on year to re-invest in strategic priorities and responsiveness and achieve long term, sustainable and robust financial health.</p> <p>Ensure all students benefit from high quality, industry standard resources and accommodation.</p>



Excellence

Photojournalism student, Alex Whitehead, was named as a rising star to watch at the O2 Media Awards for Yorkshire and the Humber.

² Learner Responsive Rules Applied Measure

Theme 2: Employability

The College will meet the needs of the local and national economy and support individuals to gain the skills they need to gain employment, or improve their prospects.

Strategic Objective	2012/13 measures of progress
<p>Reshape the curriculum so that it focuses on the key employment areas in the City Region, includes progression pathways (with appropriate employer and higher education links) and embeds employability, enterprise, functional skills, sustainable development and work experience (the Made in Sheffield Curriculum).</p> <p>Develop new provision in skills shortage / growth priority areas (to include advanced engineering/ manufacturing, health, wellness and sport, computing and digital technology and higher education).</p> <p>Increase provision for unemployed adults in partnership with Job Centre Plus (JCP) and further develop provision that meets the needs of young people who are disengaged/NEET.</p> <p>Develop a distinct 14-19 phase in Sheffield through the sponsorship of the University Technical College (UTC) and explore involvement with / sponsorship of other Academies, including a Studio School.</p> <p>Work with employers to double the number of apprenticeships by 2014.</p> <p>Record and measure the destination of all students to demonstrate impact.</p>	<p>Ensure that every student has a positive output and that these are measured (qualification, job outcome, progression) and benchmark this against the best in the sector.</p> <p>Responsive curriculum jointly designed and delivered by employers and other stakeholders with progression routes at all levels.</p> <p>Successful UTC launch.</p> <p>Number of apprenticeships to grow from c500 to more than 750 in 2012/13 and 1000 by 2014.</p>



Employability
 Tesco Regeneration Partnership scheme graduates Stuart Dalby, Clelia Cordulli and Patrick Bridge, who trained with The Sheffield College.

³ Young people not in education or employment education with training

Theme 3: Enterprise

Place enterprise at the heart of what the College offers and be the lead partner for the City's ambition to stimulate business start-up and wealth creation.

Strategic Objective	2012/13 measures of progress
<p>An enterprising College Position the College nationally and locally as an innovative and responsive college, working as part of the Gazelle group of enterprising colleges.</p> <p>Develop an 'enterprising culture' as an organisational characteristic.</p> <p>Develop an organisational staffing structure that recognises the need for flexibility, differentiation of roles and the current environment for change and growth.</p> <p>Support Business Start-ups and wealth creation from within the College community.</p> <p>Become more responsive to employers' skills requirements and increase income diversity.</p> <p>An enterprising curriculum Embed Enterprise experiences into the curriculum pathways.</p> <p>Allow all students the opportunity to set themselves up in business or to consider this as a progression option when they leave College.</p> <p>Develop entrepreneurial characteristics in all students to ensure they stand the best possible chance of future employment and success.</p> <p>Use the development of entrepreneurialism as a driver to refresh teaching and learning pedagogy (project-based learning, competitions/challenges, Learning Companies).</p>	<p>Gazelle principles are adapted to fit The Sheffield College and are evident in our planning and strategic thinking (eg. 'T-shaped characteristics', Learning Companies, entrepreneurial activity, development of entrepreneurial skills and capabilities).</p> <p>Staff innovate and are encouraged to take managed risks.</p> <p>A new framework of staff skills, competencies and employment patterns that allows for new skill sets, differentiation of roles and responsiveness.</p> <p>Achieve a target number of College community business start-ups (200 in 2012/13).</p> <p>Staff identify and seize opportunities to develop new sources of revenue to the College, achieving income targets.</p> <p>Reshape the College's Marketing function and achieve income and growth targets.</p> <p>All curriculum to have Enterprise experiences as part of delivery.</p> <p>Number of Business Start-ups in 2012/13 (target 200); advice available through College Start-ups.</p> <p>Promote development of entrepreneurial characteristics through Tutorials and curriculum delivery; use of Made in Sheffield passport to recognise and celebrate this.</p> <p>Teaching and Learning Strategy and Quality frameworks reflect this objective; CPD and Quality Improvement plans reflect this change.</p>



Enterprise

Graphic Design student and businessman, Alex Gwynne wins AXA award for enterprise, winning £40,000 worth of business mentoring support.

Theme 4: E-Enabled

Use technology to its full potential in the design and delivery of our curriculum, as well as the operation of our support functions.

Strategic Objective	2012/13 measures of progress
<p>Invest in the IT infrastructure to ensure it is robust, high speed, allows wi-fi access to staff and students' own devices at all sites and locations and is responsive to changing requirements.</p> <p>Through its ILT Strategy, the College will accelerate the development of on-line resources and assessment and set ambitious targets for increasing the amount of its curriculum delivered or extended through e-learning.</p> <p>Access to on-line learning and the devices necessary to access it will be improved for those at risk of digital exclusion.</p> <p>The efficiencies offered by e-learning will be re-invested in further improvements to the ILT infrastructure as well as providing time for staff to develop more on-line resources and assessment materials.</p>	<p>Sector leading use of technology to innovate, improve, inspire and deliver efficiencies.</p> <p>Staff, students and stakeholders / partners are able to access learning and all aspects of its support through a device of their choice from any location with internet access.</p> <p>Data is accurate, available and presented in a way that readily supports the delivery of learning.</p> <p>At least 20% of the College's Curriculum will be supported by VLE / Moodle or online resources that extend learning and allow remote formative and summative assessment.</p>



E-Enabled

Empowering individuals within the College by using technology and levelling the field for all users.

Theme 5: Engagement

Communicate and collaborate with all stakeholders to ensure our capacity and impact is strengthened and all our staff are engaged.

Strategic Objective	2012/13 measures of progress
<p>Ensure representation on (at least six) key forums that contribute to the city/Sheffield City Region's economic and social development.</p> <p>Establish strategic partnerships with key regeneration and employment partners.</p> <p>Improve communication and achieve engagement with staff through cultural change programme, communication strategy, communication charter and shared values.</p> <p>Clarify the College's relationship to and formal partnerships with all Sheffield's (and neighbouring) primary and secondary schools.</p> <p>Strengthen our formal partnerships with Sheffield Hallam University and The University of Sheffield and explore further partnerships with HEIs where it is in our students' and employer partners' interests to do so.</p> <p>Harness the skills of our staff across the full range of College functions.</p> <p>Through input into curriculum planning by employers, ensure an increasing proportion of our courses are tailored and run for employers.</p> <p>Develop robust communication networks with key partners in the communities we serve.</p>	<p>All staff see the relationship between their role and the College vision and act instinctively in support of it and this is measured through staff surveys / focus groups.</p> <p>Effective partnerships that add value and deliver more than could be achieved alone.</p> <p>College representation on key LEP, LA and other forums.</p> <p>Employer and other stakeholder satisfaction with College responsiveness and effectiveness measured through surveys and focus groups.</p> <p>Introduce a measure (kitemark) that College programmes must meet to demonstrate effective planning and delivery by employers and set target for number of programmes to achieve this.</p>



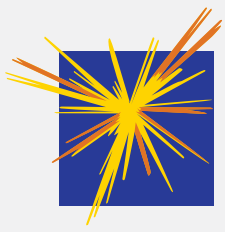
Engagement

The Sheffield College hosted the launch of the Federation of Small Businesses' Yorkshire Enterprise Club.

ONS mid-year population estimates NOMIS <https://www.nomisweb.co.uk/reports/1/2038432027/report.pdf>
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ONS annual population survey Oct 2010-Sept 2011 <https://www.nomisweb.co.uk/reports/1/2038432027/report.pdf>
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State of Sheffield 2012 report – interim data 2011 <https://www.sheffieldfirst.com/key-documents/state-of-sheffield.html>
JCP vacancies summary Apr '12 <https://www.nomisweb.co.uk/reports/1/2038432027/report.pdf>
ONS annual population survey Oct 2010-Sept 2011 <https://www.nomisweb.co.uk/reports/1/2038432027/report.pdf>
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ONS annual population survey Oct 2010-Sept 2011 <https://www.nomisweb.co.uk/reports/1/2038432027/report.pdf>
Department for Employment [DfE] performance tables 2011 <http://www.education.gov.uk/cgi-bin/schools/performance/group.pl?qttype=LA&no=373&superview=sec>

A nighttime aerial view of Sheffield, UK, showing a dense urban landscape with illuminated buildings and streets. A prominent tall, dark skyscraper stands out in the center. The city lights create a warm glow against the dark blue night sky. In the foreground, a road with light trails from traffic is visible. An orange banner is overlaid at the bottom of the image.

The Sheffield College, responding
to the city's economic challenges



The Sheffield
College

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