

ST PATRICK'S



Est. 1803

2016 – 2020

STRATEGIC PLAN

ST PATRICK'S

PRINCIPAL'S WELCOME

Since the college was established in 1803, St Patrick's has created a strong position as a significant vocational education provider which aims to widen participation in education. We are a college with a proud history of inclusiveness. Thousands of students have graduated from the college, many of whom came from under-privileged backgrounds. Knowing that we have helped to make a difference to their lives fills us with great satisfaction. We take pride in working closely with businesses and other stakeholders in the community, providing education and training that meets their needs. It is important to us that we contribute to the areas surrounding our campuses, giving us a major presence in the community and helping local organisations to prosper.

However, there are many new challenges ahead of us, as the UK government is following a policy of rapid and significant change in higher education. For example, the abolition of student grants and the reliance on loans for student funding is a real issue for students from low income households. It also poses considerable challenges for mature students with significant domestic commitments.

Our strategic plan has been developed in consultation with our staff, students, and key stakeholders to address these issues, in addition to considering how to grow a sustainable organisation

with successful students. The plan outlines how we plan to work together to deliver the best quality learning opportunities for our students and help them to achieve excellent outcomes. This, together with work placement opportunities, will give them a passport to employability. Our main aims are:

- To be innovative in our curriculum design and delivery
- To place renewed focus on quality in order to truly become a leading light for widening participation and social mobility
- To strive for productivity improvements in all our activities to ensure we are cost-effective and giving real value to our students
- To work closely with the private, voluntary, and wider public sector to create more opportunities

We understand the importance of measuring our progress, and we will therefore put clear objectives and robust systems in place to ensure the success of our plans.



**Professor
Daniel Khan OBE,
Principal**



I say thanks to the management of the school for their **continuous improvement towards higher academic standards**. It is very beneficial, especially to students.



Overall, St Patrick's has been **effective in providing its services** to its students. I am very happy to be accepted in such a good institution. Thank you!



I'm happy with my lecturers! Bless them and the management team for their good work. **It is great to be part of the college.**



I am very thankful to St Patrick's that it has provided me the chance to **enhance my knowledge and follow my future plans**. After completing my first year, I feel polished and confident in my personality.



I feel lucky to have studied in this college!



I am **very satisfied with the college support** that I have been getting.



Keep up the good work!
This is the **best place to learn.**



I am very happy with my studies at the moment. I thank the college for giving me such an **opportunity to better my life.** Thanks again to the academic management team. God bless you all!



I am happy attending St Patrick's because it has **improved me a lot on my academic level** and also in my profession. I will also thank all the teachers, administrators, and workers — they are really doing good work. Keep it up.



I really **enjoy the teaching** and I like the college, thank you!



I am happy with what St Patrick's is doing. They should **continue to help students.** God bless you St Patrick's.



St Patrick's is a good college, it provides education for people that want it, and is a **great opportunity** for me.

ABOUT ST PATRICK'S

VISION

Our vision is to continue widening access to education, helping students to improve their employability and encouraging inclusivity across the sector. We assembled an excellent academic team and student services, ensuring the delivery of high quality education. We aim to be recognised as a provider of outstanding vocational education, helping students to achieve their ambitions.

MISSION

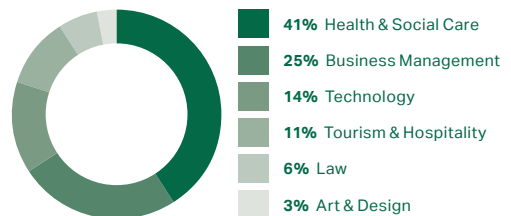
We aim to empower our students through education and help them change their lives for the better. St Patrick's is committed to widening participation and providing access to education to all students. It is a great privilege to be able to support our students, help unlock their potential, and see them successfully complete their courses. We provide the best possible education to those who need it at an affordable price, giving people from all walks of life the opportunities they need to improve their career prospects.

VALUES

Since the founding of St Patrick's in 1803, the school has prioritised providing full access to education to those from deprived areas or backgrounds. We believe strongly in second chances, and our goal of increasing educational opportunities for all goes hand in hand with our dedication to innovation and diversity. At St Patrick's, we:

- Ensure that our students are at the heart of everything we do
- Offer education to everyone with the drive to succeed
- Recognise innovation, diversity, and individual success
- Act with integrity, transparency and mutual respect
- Aspire to be a model of good equality and diversity practice
- Value the environment and minimise our impact on it

School population*

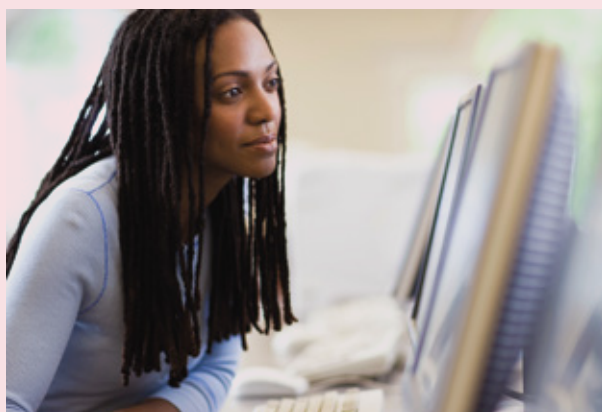


Our **strategic drivers** have an important place in our overall strategy and we believe that we will reach our goals by improving each one:

- 1 Student experience
- 2 Excellence in education
- 3 Innovation and enterprise
- 4 Financial sustainability

1 STUDENT EXPERIENCE

Delivering an excellent experience for our students is one of our indicators for success. Ensuring that our students enjoy their time with us alongside gaining skills that will improve their **employability is a high priority** for us.



We have always adopted a student-centred approach, and our commitment to enhancing student experience plays a key part in the college's strategic plans. Everyone connected with the college — whether academic staff, administrative or professional staff, students, or members of the Board — has a part to play in delivering an efficient service that is effective in organisation, operation, and outcome. Learning, teaching, and assessment is creative and promotes equality and diversity. We make sure to keep our students engaged, helping them to make progress.

STRATEGIC OBJECTIVES

- To ensure a student-centric approach at all times by involving them in the decision-making process through college committees and meetings with senior management.
- To provide an excellent student experience, facilitating a culture of strong performance and continuous improvement.

- To develop high quality practices which enhance the student experience, working closely with students and their representatives to develop an accessible, responsive, and credible student experience service.
- To provide a safe environment which is conducive for learning.
- To ensure student experience performance is benchmarked and incorporated into the college's reporting processes.
- To develop a reputation for excellent graduate employment and academic achievement.
- To provide high quality support and advice for students.
- To include our alumni and our extended community in our staff, ensuring that they are well-informed and committed ambassadors of our success and reputation.
- To continue to offer a student experience that represents excellent investment value to learners, employers, and sponsoring organisations.

KEY PERFORMANCE INDICATORS

- Our students identify us through the NSS as a leading college for teaching quality, student advice and support, and organisation of the student experience
- Our student retention, attendance, and achievement rates indicate continuous improvement.
- A high percentage of students are engaged in co-curricular and extracurricular activities and experiential learning.
- Students are engaged in our decision-making & development.
- The quality of teaching is highly focused on learners' needs.
- Higher percentage of students are in employment or furthering their education six months after course completion.
- Our staff and alumni are informed ambassadors for our brand.

2 EXCELLENCE IN EDUCATION

We are always aiming to become the best we can be in order to ensure that our students can gain the **greatest benefits from our tutors** and achieve their potential.

At St Patrick's, we are committed to academic excellence. We currently deliver courses at Level 4 and 5 which are vocational in nature, and the college aims to develop its portfolio of courses over the next four years, from Level 3 to Level 7. Therefore, it is imperative that we strive for teaching excellence at all levels.

We will work in partnership with our students to create a transformational and supportive learning experience that will provide them with a secure foundation for their careers. We will ensure that courses are delivered by academically gifted staff and include content relevant to students' futures.



STRATEGIC OBJECTIVES

- To provide strong academic and pastoral support whilst challenging our students to achieve their academic goals.

- To focus on the application of theory to practice through relevant class-based activities and enabling our learners to undertake work-based learning where possible.
- To ensure that teaching practices are student-centred, encouraging the development of peer-to-peer support, teaching, and assessment.
- To base all assessments on real life scenarios that will prepare our students for their career.
- To make strong links with relevant industries and utilise experts from each sector in the delivery of the curriculum.
- To ensure that all teaching is current and informed by research, as well as creating a staff development strategy that promotes excellent teaching.

These objectives are applicable to all levels of study, as are all key performance indicators below. In addition, we will create links between theory and practice in each subject and at every level. Our teaching will be student-centred, and the involvement of industry experts will enhance the student learning experience at all levels.

KEY PERFORMANCE INDICATORS

- Evidence of early intervention via the college's Little's Law for Teaching, Learning, and Assessment (LTLA) model and provision of support workshops.
- Introduction of personal tutors for students.
- Evidence of real world scenarios within the curriculum and assessment methods, making links between theory and practice.
- Evidence of staff participation in CPD activities and positive feedback from students on the delivery of their units.
- Evidence of industry input into curriculum delivery.

3 ENTERPRISE & INNOVATION

We are proud of our **innovative spirit**, and that extends to students who want to set up their own businesses. We want to support them throughout the process to help them make their dream a reality.

The college strongly believes that enterprise and innovation are crucial for developing new ideas and creating businesses that benefit the wider community. We aim to become an inspirational leader by promoting and supporting a culture of enterprise across the college. We aim to provide a platform of resources that will develop our learners' enterprise skills — abilities needed for the 21st century workplace. We will provide training and mentoring support for start-ups and growing SMEs. We are committed to engaging our academic and support divisions in identifying new ways to engage our learners with the wider community. We will provide our students with a wide range of support and activities in order to develop their entrepreneurial mind-set and improve the innovative skills that are key for future employment. In order to achieve this, the college is working closely with the local business community, chambers of commerce, and other stakeholders.

STRATEGIC OBJECTIVES

- To forge partnerships with local employers, industries, and associations.
- To work closely with academics and other stakeholders to embed enterprise and innovation into our curriculum delivery.
- To embed our research and enterprise expertise directly and explicitly throughout all curricula as a clear indicator
- To support newly established start-ups with our range of workshops, training, and mentoring programmes.
- To maximise the societal impact of our enterprise and innovation activities of the excellence of our provision.
- To provide activities that support our students in developing an entrepreneurial mind-set, innovative capabilities, and the effectiveness necessary for successful careers.

- To bring together experts and researchers from a diverse range of disciplines to explore and exchange enterprise and innovation knowledge.



KEY PERFORMANCE INDICATORS

- A dedicated enterprise and innovation centre for our students, alumni, academics, and wider community.
- Innovative ways to engage students in enterprise research and projects to support our work-based learning.
- A unit specifically focusing on enterprise and innovation in addition to the set curriculum.
- A series of Barclays's Life Skills sessions alongside our Personal and Professional Development unit.
- Help for students in setting up businesses.
- Organisation of enterprise related events, activities and student competitions each year.

4 FINANCIAL SUSTAINABILITY

All of our objectives rely on maintaining a **reliable financial base** that can support all of our operations. This is an essential foundation for the continuing success of the college.

We must ensure that St Patrick's has a strong and robust financial position. This is essential to underpinning the achievement of our vision. We can only achieve this if we regularly generate operating surpluses to provide sufficient resource for normal operations, investment in academic initiatives and infrastructure, and to provide for contingencies. To ensure the future success and sustainability of St Patrick's, we have been working to reposition the college as a destination of choice in an ever more competitive world. We provide a clear focus on quality in every area, attracting many ambitious and talented students and high performing, inspirational staff.

STRATEGIC OBJECTIVES

- To sustain future income growth while maintaining academic quality and enhancing the student experience.
- To achieve more productivity in all operations by being innovative and cost-effective.
- To grow our student population by diversifying our teaching activity to include new courses and delivery modes that meet the needs of a broader range of learners.
- To grow the student population while maintaining an attractive and affordable staff-student ratio without reducing quality.
- To maintain efficient operations through collaborations, partnerships, flexibility, and our openness to change.

KEY PERFORMANCE INDICATORS

- Strategically managing and financing overhead costs.
- Increased income from academic enterprise and commercial activities.

- To achieve a net surplus to enable the development of the college, meet learner needs, and manage risks.
- A range of funding streams to diversify income.



OUR PLANNING FRAMEWORK

Our strategic drivers will be supported by the college's Enhancement Strategy. This forms the overarching theme underpinned by the five enabling strategies listed below:

- Staff Development Strategy
- Assessment Strategy
- Teaching & Learning Strategy
- Widening Participation Strategy
- Portfolio Development Strategy

30 HOLBORN CAMPUS

30 Holborn, Buchanan House, London, UK EC1N 2LX

DUNCAN HOUSE CAMPUS

High Street, Stratford, London, UK E15 2JB

T +44 (0) 20 7287 6664

F +44 (0) 20 7287 6282

info@st-patricks.ac.uk

st-patricks.ac.uk