

CREATING © CAREERS



Croydon
College



COULSDON
SIXTH FORM COLLEGE



Croydon
University
Centre

Strategic Plan 2024 - 2029

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INTRODUCTION

This document outlines the Five-Year Strategic Plan for Croydon College from 2024 to 2029.

It sets out our ambitions and how we will achieve them through our strategic priorities.

We live in a changing world and this strategy will guide our activity, supported by an action plan which will evolve over time to respond to changing needs.

This strategy has been developed with the input of staff, students and governors. Thank you to all those who have given their time to contribute.



"I've enjoyed my time at Croydon College, my teachers and friends encouraged me to succeed in my lessons and exams. The college is in a great area as I can get in from anywhere. I also have weekly enrichment classes that make me feel super supported."

ASHANNA MILLER
Cookery Level 2

FROM OUR PRINCIPAL & CHIEF EXECUTIVE AND CHAIR OF GOVERNORS

We are delighted to present our college strategy which will guide us during the next five years, ensuring our college continues to be an anchor institution for Croydon, creating careers by meeting the skills needs of the residents, employers and stakeholders in Croydon and surrounding boroughs.

The college was formed from a merger between Croydon College and Coulsdon Sixth Form College in 2019. Both colleges have a proud history of serving the local community. Our alumni are spread across the globe and span all vocational areas. We are delighted that so many continue to support the college and community, giving their time and providing opportunities to our current students.

Our students are the future, they are choosing to gain qualifications and skills which will help them enjoy fulfilling careers and life opportunities. Students at the college achieve highly, often above

national rates, and progress well onto good destinations. Their success is underpinned by the personal and social skills we help them to develop.

The college is proud to have a talented team of committed staff, who work relentlessly to support students to reach their full potential. Our college values are reflected by our staff in all they do; they are Courageous, Collaborative, Creative and Caring. Their dedication and care shines through in student satisfaction and achievement.

We are an Ofsted Good college, dedicated to improving even further, and a beacon of light and hope for our students. Our staff are

proud to work here, the college is a place where lives are transformed, and careers created.

Our challenge over the next five years is to continue our journey, underpinning the success of an increasing number of students, further raising attainment and ensuring they have all the skills required for successful careers.

Caireen Mitchell,
Principal & Chief Executive

Ian Valvona,
Chair of Governors



I studied BTEC Film and Photography, and I returned to the college on a trainee placement where I taught and supported students with their photography skills. I will forever be grateful to Croydon College as they helped me start my creative pathway."

ABIGAIL LOUISE VINCENT
Photographer, Picture Partnership (former BTEC Film and Photography student and Trainee Photography Technician)





OUR VISION

Our vision is a diverse, ambitious community in which every student can create a career which achieves their potential and contributes to the world.

OUR PURPOSE

Our purpose is to transform lives in Croydon and the surrounding areas through equipping students with the knowledge, skills and capabilities to create careers and play their part in society.



Coulsdon Sixth Form is a great college. I'm now equipped with the right skills to apply for an apprenticeship in the industry that I love."

DAANYAAL ZAMAN
BTEC Media

OUR MISSION AND VALUES

CREATING CAREERS

We help our students and staff create their future careers. We strive to be the best we can be.

Inclusion

We are an inclusive college and are here to meet the needs of the diverse community which we serve. We work hard to embed Fairness, Respect, Equality, Diversity, Inclusion and Engagement (FREDIE) in all we do, underpinned by our commitment to Investors in Diversity.



Since my first encounter with teaching, I have been deeply inspired to help young people succeed. I motivate my learners to study for a better future and on how education is going to help them to achieve their career goals."

VINCENT ATIGLA
Mathematics Lecturer and the Helena Kennedy Foundation award winner

COURAGEOUS

We are ambitious for our students, staff and college

COLLABORATIVE

We support one another and are stronger together

CREATIVE

We are imaginative and innovate to improve

CARING

We are a diverse, vibrant community and care for every individual



CROYDON

Croydon is a place of both challenge and opportunity. It is the largest borough in London with a higher proportion of young people compared to other London boroughs, and is made up of diverse communities.

The opportunities in Croydon

Croydon has a thriving business community; from large employers such as The Home Office, to small enterprises employing less than 10 people.

The five top industries for Croydon are:

- Construction
- Professional, Scientific & Technical
- Information & Communications
- Business Administration & Support Services
- Retail

We collaborate closely with local businesses and the Council, and are an active member of key local and regional partnerships. We have built excellent relationships with organisations like the Town Centre Board, Develop Croydon, Croydon Education Partnership, Croydon Cultural Network, and South London Local Skills Improvement Plan (LSIP) Partnership so that together we can build a stronger Croydon.

The priority sectors for the London Local Skills Improvement Plan are:

- Health and Social Care
- Construction and Built Environment
- Information and Communication
- Hospitality and Retail
- Education

We are strengthening our offerings in these areas. This includes:

- Expanding our construction and engineering provision, increasing courses and apprenticeships.
- Growing our digital and media offer. In 24/25 we will offer courses at Level 4 and 5.
- Further developing our partnership with the University of Roehampton, expanding our current nursing offer into mental health nursing to meet local demand.

Our partnerships with employers are central to our current and future success. We have developed an Employer Engagement Strategy to strengthen our network and give the best possible opportunities to our students.

As an anchor institution, we are contributing to the regeneration of Croydon and the strengthening of a vibrant local community through the creation of a skilled, employment-ready future workforce. We will continue to seek growth opportunities for our students in Croydon and beyond.

Here's what employers say:



"What the college offers is excellent"

"Croydon works as a partner with us"

"Course leaders are brilliant"

"The college has been good in shaping the curriculum to meet local priority needs."

The challenges in Croydon

Our local community faces a number of challenges:

- According to the Indices of Deprivation, Croydon has particularly high levels of deprivation in housing and crime.

- The town centre is in decline with, with an increasing number of empty shops, the long anticipated regeneration is still in the planning stages;
- We have the highest proportion of Looked After Children of all local authorities in London.
- Educational attainment in Croydon is relatively low compared to the rest of London.
- Only 23% of students at our Croydon Campus arrive with both English and Maths GCSE at Grade 9-4, compared to 44% across England.

We are passionate about helping to address this imbalance. Here are some of the steps we have taken to meet the needs of our students:

- We have expanded our Entry and Level 1 provision and increased English for Speakers of Other Languages (ESOL) to meet the needs of our newly arrived community, both young people and adults.
- Our personal development curriculum aims to keep our young people safe in response to high levels of local crime and violence.
- We have a large safeguarding team to support the complex needs of our learners, many of whom are impacted by poor housing and homelessness.
- We help our students raise their performance in English and Maths so they can progress into further study or employment.

- We support students who find the learning environment a challenge, and have a good reputation for meeting special educational needs.

As an anchor institution, we are contributing to the regeneration of Croydon and the strengthening of a vibrant local community through the creation of a skilled, employment-ready future workforce.

Creating careers in our local community

To sum up, the demographics of Croydon means it has all the characteristics of deprivation. However, it has enormous opportunity. Sandwiched between London and the countryside of Kent and Surrey, with tremendous transport links, a great business and industrial heritage, an ambitious community and exciting plans for regeneration.

We are working with our business and community partners to develop our college to capitalise on these opportunities, and to enable our students to create careers for an exciting future.

OUR HISTORY

Croydon College can trace its roots to the foundation of the Croydon School of Art in 1868. We are proud of our foundation in the arts, and creativity and innovation remains central to our ethos.

In 1955, the college merged with Croydon Polytechnic to become Croydon Technical College. It formally became Croydon College in 1974, enabling us to develop as an anchor institution within the borough.

In 2012, we opened our University Centre, giving our students access to higher education and a wider range of courses. We are delighted to partner with the University of Roehampton.

Coulsdon Sixth Form College was formed in 1988 on the site of the former Purley High School for Boys, which was created in 1914 and relocated to Old Coulsdon in 1936. The college was originally called Purley Sixth Form College.

The aim of the merger of Croydon College and Coulsdon Sixth Form College in 2019 was to strengthen the educational offer in Croydon.

It brought together the two largest education providers in the borough to create an organisation focused on meeting post-16 year old education and skills needs in Croydon and surrounding areas.

Today we are one college, with two excellent campuses, focused on meeting the needs of our local residents and businesses, to build brighter futures.



I wish to do a cyber security apprenticeship, or to become a data analyst. This course will give me the skills and knowledge to achieve my career goal."

SAGAL ELM
Extended Diploma in Information Technology



I inspire my students to chase their career aspirations by emphasising the importance of focusing on their abilities rather than their limitations. It's vital to never abandon your dreams; instead, work tirelessly to transform them into reality. By doing so, you can create a meaningful impact not just in your life, but also in the lives of those around you.

DARREN PAUL TINGLE
Lecturer - Construction Green Skills



I studied a two-year vocational course. The first part of the course was foundational, and it was learning materials and graphic design. We did theatre design and experimented with things, while during the second year I moved into the studio and did painting.

It is no secret that I got a very rough start to life. In South London, there was a lot of criminality, but I managed to transform myself into a learner. My son's changed my perspective on education as he does not mess around. I personally wasted five years at high school.

Croydon College saved my life, and I cannot tell you how grateful I am. When talking about my experience at the college it touches me profoundly. The opportunity that I had here inhabits my soul every day."

SEAN SCULLY
Painter, Printmaker, Sculptor, and Photographer

OUR COLLEGE CREATING CAREERS

We want to be a beacon of excellence, transforming lives. We make the most of diversity and difference. At our heart is careers and employability, and we aim to provide an innovative and progressive curriculum to all our students.

We are one college with two campuses:

CROYDON CAMPUS

provides education for students over 15 years old, from entry level to level 6 (degree level) in a wide range of vocational subjects, general subjects and academic pathways.

COULSDON CAMPUS

concentrates on academic pathways for 16-18 year olds, delivering a range of courses including A-levels.

We have

**over
2,650**

**16-19 YEAR-OLD
STUDENTS** across
both campuses.

This includes

over 280
HE LEARNERS and

250+
APPRENTICES

We have

over 2,700
ADULT LEARNERS, and

500+

STAFF who reflect the
ethnic diversity of our
students.



We are proud to be a multi-cultural college providing access to opportunity for a diverse community. Our students have a wide range of ethnic backgrounds, including:

37% BLACK

28% WHITE

11% MULTIPLE/
MIXED ETHNICITY



We offer a broad range of academic and vocational qualifications, including:

GCSEs

A levels

T levels

Apprenticeships

BTEC

City and Guilds

NVQs

Many of our Higher Education students have returned to education in later life, often motivated by wanting more for their family. Higher education transforms their lives, and that of those around them, while providing our community with the skilled workforce it needs.

Our college has a significant number of disadvantaged students;

45%

of our 16-18 year old cohort have **FINANCIAL SUPPORT** as they are part of households with income **LESS THAN £32K**

9%

of our 16-18 year old cohort are in **LOCAL AUTHORITY CARE**.

Our resources, including our specialist SEND (special educational needs and disabilities) Centre, mean we are able to support all our students.

We also have a

**UNIVERSITY
CENTRE**

(allied to the University of Roehampton) which offers **BA, HNC, HE CERT, ACCESS, L4/5 DIPLOMAS AND APPRENTICESHIPS**



We have an excellent reputation for apprenticeships, especially in construction and engineering, but increasingly in other sectors, such as pensions. We are honoured that many large local employers choose to train their staff with us.

Every year we refresh our curriculum so it meets the aspirations of our community and needs of the local economy. We have developed pathways into careers and work closely with local employers and other partners to ensure our courses develop the skills of the future.

We are continually upgrading our state-of-the-art facilities. This includes our:

- **Nursing suite and brand new science labs**
- **Engineering, motor vehicle and construction workshops**
- **Performing arts theatre and broadcasting sound studios**

We have over 1,500 PCs, Apple Macs, tablets and laptops for student use, and are developing our 'Classroom of the Future'.

We also care deeply about the green agenda and have a strategy in place to reach our net zero goal.

We strive to make every lesson count, and our talented teachers adapt lessons to meet the needs of each learner, so they can attain their educational goals. We are also proud of the enrichment activities we offer to develop life skills and support career aspirations.

We believe all our students can achieve amazing things, and everything we do is with the aim of helping them create careers that enrich themselves, their families and their communities.

OUR PEOPLE

Our people are at the heart of our college, and we want our students to be taught by the best. Our staff have a deep understanding of our students, and do everything with an extraordinary level of passion and commitment.

We invest in our people and support them to grow. We have developed training programmes for teachers, and run sessions for leaders, managers and all staff to build the capabilities we need to deliver our ambitious strategy. We are strengthening ethnic representation in management positions, and coaching and mentoring helps our people achieve their best.

We are committed to creating a vibrant, diverse community of teachers and other professionals with an appreciative, inclusive and nurturing culture. Our staff and students helped us to renew our values based on what is important to them, and we believe that together we can make our college a better place to work and study.

We want to attract and retain the best people and are investing in

our HR strategy to build a stronger, more supportive organisation. We have also strengthened our mental health support for staff.



“ You are helped and not overlooked at Croydon College. My next step is to develop professionally within healthcare.

VANESSA REID
Access to HE Nursing for Healthcare Workers

“ Before I came here, I heard that the courses were excellent for what I want to do in the future. The teachers are helpful and provide enough information about the options that I'm taking into consideration, which of are apprenticeships or going to university.

WENE PRISCILLA LUSADISU
A Levels Graphics and Computer Science



“ I attended my primary and secondary education overseas and I was looking for a place to study in the UK that was local to me and had a great quality of teaching - I found just that at the Croydon University Centre.

It's a great place for learning and meeting new people from all over the world who have similar interests and the determination to succeed. I particularly enjoy taking part in events that boost my confidence and enhance my leadership skills.

As a final year student, I've been given two offers to study a postgraduate degree. I would recommend Croydon University Centre because of the quality of teaching and innovative lessons.”

SAFFIE C GILEN
BA Business and Management

STRATEGIC PRIORITIES

EXCEPTIONAL OUTCOMES

Giving students a brilliant experience with great teaching, supported by learning experiences, which enable them to achieve exceptional outcomes and progress towards their futures.

SKILLS FOR SUCCESSFUL CAREERS

Preparing students for successful and fulfilling careers they can flourish in, and ensuring they have the life skills they need to succeed. Strengthening our partnerships with employers, working in a mutually beneficial partnership to prepare our students for working life and to develop the skills they need as future employees.

GREAT PLACE TO WORK

Ensuring that our staff are our greatest asset and that we value every individual. Building a culture where we work together to achieve excellent outcomes, embedding learning and innovation. Investing in our people, and enabling them to develop their careers.

MAKING A DIFFERENCE

Actively building pride in our college and our communities, and strengthening the college as an anchor institution. Taking our social responsibility seriously, involving both students and staff to make a social impact. Integrating our active contribution into our students' learning and other activities.

FOUNDATIONS

Using the Classroom of the Future and Artificial Intelligence to enrich learning and support our teachers. Focusing on performance across the college, making the most of our estate and maintaining a strong financial position. Developing our marketing and branding to reflect our vision, strengths and potential. Aspiring to have excellent green credentials.

STRATEGIC PRIORITY NO 1 EXCEPTIONAL OUTCOMES

Giving students a brilliant experience with great teaching, supported by learning experiences which enable them to achieve exceptional outcomes and progress towards their futures.

How we will put our strategy into action



PEOPLE

We will recruit and grow the best teachers, and support them with excellent training and development based on best practice.



CURRICULUM

We will offer a curriculum which inspires and enables students to progress towards their career goals through an enriched learning experience.



GUIDANCE

We will ensure all students, including our apprentices and HE learners, have the information, advice and guidance they need to aspire to great careers.



INCLUSIVITY

We will be an inclusive college that meets the diverse needs of our students and cares for all our people, their development and future success.



OPPORTUNITIES

We will raise students' aspirations and create opportunities so they can attain high grades and progress in their careers, regardless of their starting point.



Witnessing the growth and development of my students is immensely rewarding. Additionally, I value the resources available to support both personal and institutional advancement in Esports, as well as the collaborative spirit among my colleagues. Coaching the Croydon Prime team in the Student Champs for the British Esports Organisation is particularly fulfilling. I also take great pride in nurturing my students' growth and serving as a positive role model.

I strive to inspire my students by being a good role model and openly sharing my own experiences of success and failure. These personal stories provide valuable life lessons and equip students with essential skills beyond academic knowledge."

SHAMIL MOHAMED
Esports Lecturer, Creative Arts and Higher Education



Croydon College is full of diverse and wonderful students and the community within the college has made me better equipped for the world of work. Lecturers at the college are respectful and embrace all chances to teach and learn practical skills such as basic life support or paediatric first aid.

Within the building, you will find yourself meeting new faces and familiar people. The college values good attendance and engagement in lessons.

This is an important foundation and provides plenty of opportunity to build a good rapport with staff and students.

Enrichment opportunities can also benefit you as they offer chances of employment, volunteering and a great way to utilise resources."

KEYANA RICHARDS
Extended Diploma in Health and Social Care Level 3

STRATEGIC PRIORITY NO 2 SKILLS FOR SUCCESSFUL CAREERS

Preparing students for successful and fulfilling careers they can flourish in, and ensuring they have the life skills they need to succeed. Strengthening our partnerships with employers, working in a mutually beneficial partnership to prepare our students for working life and to develop the skills they need as future employees.

How we will put our strategy into action



CURRICULUM

We will ensure we have a regularly reviewed curriculum which equips all our students for the world of work and supports the development of life skills.



PARTNERSHIP

We will build mutually beneficial relationships with employers from Croydon and the surrounding area, and work with them to ensure our students are employable.



SKILLS

We will give all students the confidence to achieve through access to a holistic curriculum of life skills and work-related activities which prepare them for a successful career.



EMPLOYERS

We will engage with employers in all curriculum areas to enhance student engagement and ensure our curriculum meets local and regional skills needs.



SUPPORT

We will support all students to develop the personal skills they need to succeed, and help them to discover the possibilities and opportunities.

STRATEGIC PRIORITY NO 3 GREAT PLACE TO WORK

Ensuring that our staff are our greatest asset and that we value every individual. Building a culture where we work together to achieve excellent outcomes, embedding learning and innovation. Investing in our people, and enabling them to develop their careers.

How we will put our strategy into action



PEOPLE

We will recruit and retain the best people, and build a workforce that reflects the diversity of our communities and aspires to be the best. Our leadership and management will build high performing teams, and create careers pathways within the college.



CULTURE

We will create 'one-organisation' across Croydon and Coulsdon, with a shared culture of excellence, caring and collaboration.



INCLUSIVITY

We will strengthen our inclusive culture by ensuring our diverse workforce feels valued, and invest in our people through development opportunities for all staff.



COLLABORATION

We will work with our staff to create our future success, and collaborate across the college to support learning and continual improvement.



STRATEGY

We will develop a people strategy that continually strengthens our culture and enables us to support our people to be their best.



Having attended numerous open events in the area, I can confidently say that Croydon College stands out for the warmth and hospitality of its staff. Throughout my application process, I received plenty of reminders via messages and emails about important dates, which made me feel truly valued and supported.

Even though I am still in my first year, I am quickly finding my place here, thanks to the welcoming communal seating areas and the assistance from both students and staff. My time at college has been an incredible journey so far; it has been enlightening yet surprising due to the autonomy and flexibility we enjoy in our studies. This level of freedom represents a refreshing change from my experiences in secondary school."

ISABELLE KINAHAN
Carpentry and Joinery Level 1



“ I have always worked in education in different countries. I enjoy being exposed to diverse ideas and cultures and I knew that Croydon College would offer me that – and I have not been disappointed.

Ultimately, the most rewarding part of my job is being a small part of the journey for young people with personal challenges and seeing them move on to bigger and better things.

I teach our learners about resilience, showing them how to work hard and emphasising on the importance of building and maintaining good relationships, and using every disappointment as a stepping stone to success and a chance to improve - you will be a better person for that.”

IONA ALBERTO
Head of Additional Learning Support

STRATEGIC PRIORITY NO 4 MAKING A DIFFERENCE

Actively building pride in our college and our communities, and strengthening the college as an anchor institution. Taking our social responsibility seriously, involving both students and staff to make a social impact. Integrating our active contribution into our students’ learning and other activities.

How we will put our strategy into action



COMMUNITY

We will be a respected anchor institution that actively contributes to building a stronger Croydon, raising pride and improving lives in our community.



SUPPORT

We will create the Croydon community of tomorrow and support our students to become good citizens through giving back, social action projects and volunteering.



RESOURCES

We will use the capabilities of our college to increase our profile in the community, and that of staff and students representing the college.



PARTNERSHIP

We will be an active partner in key Croydon forums, networks, charities, activities and events, and partner with voluntary organisations to further our community engagement and support our community.



STRATEGY

We will develop and action a strategy to contribute to the development of a flourishing safe community in Croydon that we can all be proud of.

STRATEGIC PRIORITY NO 5 FOUNDATIONS

Using the Classroom of the Future and Artificial Intelligence to enrich learning and support our teachers. Focusing on performance across the college, making the most of our estate and maintaining a strong financial position. Developing our marketing and branding to reflect our vision, strengths and potential. Aspiring to have excellent green credentials.

How we will put our strategy into action



TECHNOLOGY

We will embrace the Classroom of the Future, Artificial Intelligence and technology to enable the best learning experience.



QUALITY

We will continue to strengthen our quality and self-improvement processes.



COMMUNICATION

We will create and measure marketing activity that builds our brand and shares stories of what we do.



SUSTAINABILITY

We will ensure we have ‘green skills’ throughout the college, including all our courses, with the aim of achieving net zero by 2030 with the help of staff and students.



ESTATE

We will use our estate to support our ambitions for student success. This includes an estates review with the objective of developing the best route forward for our buildings and land.



FINANCES

We will continue to manage our finances responsibly to ensure we have a robust, sustainable future, and invest strategically in key areas which will enhance student success.



“ I studied BTEC Certificate in Building Engineering Services at Croydon College, followed by a BTEC Higher National Certificate in Building Engineering Services. I then did a one-year Continuing Education Diploma in Building Engineering Services.

The courses I studied were exactly the right choice for my career and taught me everything that I needed to know at the time. I started as an apprentice engineer and as my studies progressed, I worked my way through to a couple of private engineering consultants and joined my current practice. I became a Partner in 2005.

Some 13 years after completing my studies at the college, I had the occasion to return in a professional capacity and have been fortunate to continue supporting the college in several refurbishment and construction projects. So, that feels like the completion of a full-circle, and I am pleased to continue to have the opportunity to support and work with the college.”

PAUL PACKHAM
Partner - Building Services
Engineering Consultant,
Michael Jones & Associates LLP

OUR GREEN AGENDA

The health of our planet is important to us and we are committed to playing our part in addressing climate challenges, both local and global. We have integrated sustainability into our strategy and are actively working towards minimising the impact we have on the environment, and reducing our carbon footprint.

We focus on three core areas:

1 OUR ESTATE

We have ambitious plans for reducing our carbon footprint with a road map to decarbonise campus buildings.

We are in the middle of a five-year LED lighting replacement programme and have installed new energy measures in Coulsdon.

2 TEACHING AND LEARNING

We ensure sustainability is reflected in our curriculum. Electric vehicles are now an important part of our Levels 3 and 4 Motor Vehicle syllabus. We have placements in green technology, and a staff training programme on sustainability.

3 ENGAGING STUDENTS AND STAFF

We actively engage students and staff, and have cross campus staff and student representation on our Sustainability Committee. We ensure that sustainability is integrated into our student activities and celebrate key dates, such as Earth Day.

We are rewilding part of the Coulsdon campus, led by our students.

Our catering menu is moving to a greater proportion of plant based options and we have started to publish the source of our foods.

For students: greencollege@croydon.ac.uk is dedicated to your feedback on all things environmental and sustainable. Let us have your ideas and challenges.



I'm currently studying level 1 Carpentry and I intend to study level 2 next year - I have an amazing teacher to support my progression.

DENIM JOHNSON
BTEC Carpentry



I'm aiming to go to a Russell Group University once I finish my studies. There has been great support to help me to achieve this goal.

KHALIL WALTERS- NIAZ
A-level Politics, Maths and English Literature



I chose to come to Coulsdon Sixth Form College because of the welcoming atmosphere that I experienced from the first moment. It felt like a place where I belong. I would recommend this college to anyone with an open mindset, ready for new challenges.

MARIA BELEN FERNANDEZ
BTEC Performing Arts and Music



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