



ST BRENDAN'S  
SIXTH FORM COLLEGE

# STRATEGIC DEVELOPMENT PLAN

2024-2027

# WHO WE ARE



St Brendan's Catholic Sixth Form College was established in 1974, and now has a fifty-year history of providing high quality education to 16-19 years olds.

The College is situated in South Bristol and is within the Diocese of Clifton. We celebrate the diversity of all students and staff, and we seek to nurture the gifts of each individual through high quality teaching, learning and providing extensive individual support to enable each student to achieve their full potential.

The College is in a good position with a successful Ofsted in March 2023 and an excellent reputation locally. St Brendan's is the provider of choice for school leavers who wish to study a broad range of qualifications at Level 2 and Level 3. We want to challenge and motivate our students to build their skills and level of commitment

so that they feel confident and able to compete with the very best in any sector. By providing students with opportunities to develop their skills, increase their confidence and resilience, raise their aspirations and broaden their awareness of careers and employability skills. We are able to motivate and inspire our students to be ambitious and to have an ethos of high aspiration to help each student to reach their potential.

The College's strategic plan outlines the longer-term priorities for achieving the mission and values of the College. The current Strategic Plan will be reviewed again in 2027. Our Strategic Objectives arise from national, regional and local priorities and key challenges in an ever-evolving Post 16 educational landscape. At the time of writing our overall strategic plan for the next three years, we are mindful of a number of challenges that lie ahead.





## **CURRICULUM CHANGE**

Significant curriculum change is planned at national level that will have a significant impact on the 16-19 curriculum offer at St Brendan's (in particular the defunding of several BTEC and other Applied General Qualifications AGQ's) with the potential to impact on student numbers and therefore funding. A potential change in government could reverse the plans to remove funding for AGQ's which would be a welcome development but would make future curriculum planning difficult.

## **RECRUITMENT AND RETENTION OF STAFF**

Until recently, Sixth form Colleges have been less likely, than schools, to experience difficulties with staff recruitment and retention. St Brendan's, along with other Post 16 providers are now facing this challenge that has arisen for a combination of reasons, including pay and, for those in support roles, the more flexible opportunities offered in other industries.

## **FUNDING AND FINANCE**

16-19 funding remains a significant pressure. The College is a keen supporter of the SFCA/AOC Raise the Rate campaign to increase base line funding, which has resulted in some success. However, against a backdrop of inflation and rising costs, it is becoming more difficult to sustain sound financial health and offer the breadth of provision the College are accustomed to providing. Of real concern is the impact to the College of unfunded pay rises, as well as the possibility of ongoing industrial disputes and strike action.

## **NEW PROVISION**

At the time of writing, a new school is planned for in Temple Quarter, which will also have sixth form provision, as well as a proposed 16-19 Free school at a local Multi-academy trust. Both could impact on student numbers.





## **ACCOMMODATION CHALLENGES: STUDENT RECREATION AND STUDY SPACE**

The increase in enrolments and growth in student numbers has led to increased pressure on social and study space available. This has become a major consideration for College Leaders and is likely to remain so for the coming years.

## **MENTAL HEALTH AND WELLBEING**

This was already a growing concern for College Leaders, but the pandemic seems to have exacerbated existing health issues and created new concerns relating to anxiety over lost learning, as well as the impact of significant periods of time where opportunities for socialising and social connectedness were reduced. This impacted everyone – staff and students, but for young people in particular, the pandemic came at a critical time in their development and College support services are coming under considerable strain in helping student to work through/overcome their difficulties.



# OUR VALUES

INTEGRITY  
DIGNITY  
TRUTH  
JUSTICE  
FORGIVENESS  
COMPASSION  
SERVICE

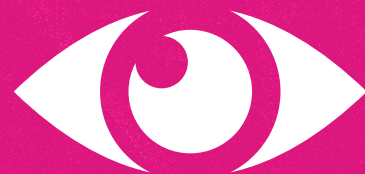


## OUR MISSION



To serve the Catholic and wider community by providing sixth form education of the highest quality and to act in the spirit of the Gospel believing that every person is loved by God and has a unique value.

## OUR VISION



St Brendan's aims to be a welcoming and transformative Sixth Form College where every member of our community flourishes and achieves their full potential.



# STRATEGIC PRIORITIES

## **STRATEGIC PRIORITY 1:**

### ***Nurturing a Community Rooted in Catholic Values and valuing inclusivity and diversity***

#### **This means by 2027 we will have:**

1. Established a widely recognised ethos that celebrates diversity and inclusivity while maintaining the core Catholic values, visible in all aspects of college life.
2. Successfully integrated the RPE programme into the core experiences of all students, resulting in increased engagement and appreciation for diverse religious and philosophical perspectives.
3. To do everything possible to ensure that all staff employed at the college enjoy work, get a great deal of job satisfaction, feel cared for, and know that their successes are recognised and valued.
4. Strengthened relationships with local Catholic schools and institutions, and made significant progress in exploring and potentially implementing academisation, enhancing our strategic reach and impact.

## **STRATEGIC PRIORITY 2:**

### ***St Brendan's will be the Post 16 provider of Choice for Bristol and the surrounding areas***

#### **By 2027 we will have:**

1. Ensured that our curriculum offer remains flexible and responsive to national curriculum reforms, whilst firmly retaining the educational character of a Sixth Form College.
2. Ensured that all aspects of teaching and assessment focus relentlessly on embedding the knowledge, understanding and skills that students need to achieve boundless academic goals.
3. Ensured that any small pockets of 'less than good' provision are improved rapidly through robust evaluation, action, and careful monitoring to success.
4. Demonstrated excellent student progress from their starting points, indicated by various value-added performance measures.
5. Provided expert guidance and an enhanced careers education programme to support student ambition and the achievement of aspirational destination goals.
6. Enhanced digital learning, including the use of cutting-edge technology and AI in classrooms, and ensured staff are trained in these digital tools.



**STRATEGIC PRIORITY 3:**  
*Ensuring Holistic Development and  
Exceptional Progression for all our students.*

**By 2027, we will have:**

1. Developed a comprehensive support system addressing our students' holistic needs, resulting in enhanced wellbeing, behaviour, and academic performance.
2. Provided students with outstanding wellbeing and welfare support, helping them overcome barriers to learning, equipping them with emotional resilience and keeping them safe at all times.
3. Developed an inspiring and varied enrichment and enhancement programme that build our students' motivation, confidence, independence, and self-belief, whilst also adding significantly to their social and cultural capital.
4. Enhance the students' experience of, and encounters with, the world of work by further developing our links with businesses, the local community and partners in industry who will support and nurture the talent of our young people.

**STRATEGIC PRIORITY 4:**  
*Achieving Financial Stability and Sustainable Resource Management*

**By 2027, we will have:**

- Achieved stable and sustainable financial health through careful budgetary control, value for money exercises, efficiency savings, successful strategies for additional income and sensible investment of cash.
- Reached a student capacity of 2500, ensuring financial health and capacity for the local growth in post-16 numbers and allow us to retain our supportive ethos of caring for the individual
- Invested significantly in IT infrastructure and facilities so that students and staff have all the equipment required, and can develop the skills they need, to thrive in a digital present and future.
- Invested in the maintenance, repair, refresh, and renovation of all college teaching, recreational, study and utility facilities to provide modern specialist spaces in which to learn and work.



## **STRATEGIC PRIORITY 5**

### ***Cultivating Leadership and Valuing Staff through Continuous Development***

**By 2027, we will have:**

1. Ensured that all our plans and decisions are informed by the understanding that the continuing success of our students is secured through the positive development and care of our staff.
2. Committed to providing a range of high-quality training and research opportunities, enabling staff at all stages of their career to build their professional capital, maintain the highest standards of practice, and develop successfully in their roles.
3. Positioned the College as an employer of choice by investing in a recruitment, recognition, and retention strategy that attracts and retains the very best people to fulfil our mission and purpose.
4. Continued to keep our staffing structures under review

## **STRATEGIC PRIORITY 6:**

### ***Building Robust Relationships for Enhanced Reputation and Impact***

**By 2027, we will have:**

1. Develop strong, mutually beneficial partnerships with Universities, the West of England Combined Authority and employers, so that we contribute positively to the skills and employment priorities locally, regionally and nationally.
2. Foster collaborative relationships with the diocese, other educational establishments, including other sixth form colleges, to share resources, expertise, and best practices.
3. Enhance the college's reputation by actively engaging in community and regional/national initiatives, making St Brendan's a recognised contributor and thought leader.



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