Our Vision	**A Catholic College for the Community**
	Carmel College is a Catholic 6th Form College that welcomes students of all faiths and backgrounds. We are committed to developing a community of mutual respect where personal qualities are highly valued and each student has the opportunity to reach their absolute potential. The College strives to develop mutually beneficial and positive partnerships across the region.

Our Mission:
… is to be a centre of educational excellence, opportunity, challenge and support within a caring Christian environment

**Carmel strives to provide all its students
with a contemporary learning environment**

Educational Excellence

Opportunity

Challenge and Support

in a

Caring Christian

Environment

A Catholic College for the Community

KEY FACTS ABOUT THE COLLEGE

o   Carmel College has a regional and national reputation for educational excellence, it is a member of the Maple group of colleges which is a partnership of 13 high performing sixth form colleges.

o   The College's Value-Added data regularly places it in the top 10% of schools and colleges nationally.

o   We are a designated Sixth Form College that has c.2,100 16-19-year-old students, 350 Higher Education students and 200 staff, the College is only planning for sustainable growth over the next three years.

o   Student progress to the College from over 120 different schools: around 60% of students are from the boroughs of St Helens (37%) and Knowsley (23%) and 40% from the wider Liverpool City Region (including 8% from Warrington, 6% from Halton).

o   The College specialises in the provision of Outstanding Level 3 education. As a Catholic college for the community, the College sets more inclusive entry criteria than other local Catholic providers. The College has developed its curriculum to allow access to all from Foundation Level to Higher Education.

o   We offer circa 40 subject courses at A Level, T Levels and Level 3 VTQ, Maths and English GCSE and a diverse range of enrichment course. The College also offers over 11 Higher Education Programmes.

o   In April 2019, the College was inspected by Ofsted and was judged Outstanding overall and Outstanding in all but one graded area (the College was awarded Outstanding grades in its previous three inspections).

o   The College also received Outstanding grades in all areas in its Denominational Inspection carried out by the Archdiocese of Liverpool in February 2020.

o   Carmel is a member of the Sixth Form Colleges Association, Association of Catholic Colleges, Maple Group, Merseyside Colleges, Archdiocese of Liverpool School Improvement Trust, and a member of St Helens Chamber.

o   The College has formal partnerships with the University of Liverpool. Liverpool Hope University (we are a Network of Hope College) and University Arts London.

o   The College is proud of its history and place in the borough of St Helens. It takes an active strategic role with St Helens Council and will strive to support and seek opportunities in St Helens and Liverpool City Region.

o   The College is a Living Wage employer.

By the end of 2025, Carmel will have maintained its position as a high performing college, specialising in academic pathways of learning that allow its students to make positive progression. It will have retained its Outstanding status and produce Value Added results that maintain it in the top 10% of providers nationally. Students will enjoy outstanding teaching and learning in a sustainable campus fit for the 21st Century. Carmel will be a leading force in improving the provision of education both at a national level and especially for our local schools and communities.

Carmel serves communities across the Archdiocese of Liverpool, seven local authorities and young people from over 120 high schools. The College's position in St Helens as the Outstanding and aspirational post-16 provider plays an essential part in the regeneration of the town and its people. The College plays an important role in promoting the town, providing the next generation of highly skilled workers, as well as supporting the innovative and creative culture the town was built on.

KEY PERFORMANCE INDICATORS WE WILL USE:

Attainment	Sustain pass and A*–B rates well above benchmark	DfE Headline Measures
Progress	Maintain very positive value-added outcomes as measured by Alps and DfE	
GCSE English & Maths	GCSE English and Maths pass rates remain well above benchmark	
Retention	Over 95% of students will reach the end of their studies	
Destinations	The % of students who progress on to employment, education or training will be above 95%	
Student Numbers	Maintain student numbers at 2,400 or above	
Finances	Ensure that we are at least 'Good' in terms of financial health	
Voice	To ensure staff, student and parent satisfaction levels are above 90% positive	
Ethos	The College remains an Outstanding institution with its Catholic ethos at its heart	

Carmel College: Strategic Plan 2022-2025		
Strategic Aims	**What do we want to achieve?**	**How will we know if we are succeeding?**
1. Contemporary To be a modern college prioritising: • Sustainability and climate change • Digital transformation • The learner journey: from applicant to alumni • First-class accommodation and resources	**1.1 Sustainability:** By 2025, we aim to: a. Become a 'leading' institution as defined by the FE Climate Roadmap, with two key aims: b. To provide and embed Carbon Literacy education for all our students by 2022-23 c. To have made progress and be on track towards net zero by 2030 as part of the Net Zero North West Project	• Progress against the FE roadmap • Progress against our net zero Action Plan
	1.2 Digital Transformation a. To continue to pursue our digital strategy to increase efficiency and data-driven decision making, focusing on cloud migration and full implementation of 365 functionality; updating Management/College Information Systems; reviewing and improving our communication systems b. To continue to develop the resources and expertise to improve teaching, learning and assessment c. To roll out a BYOD policy, giving all students access to learning online, and to bridge the digital divide	• Progress against our ILT strategy • Tracking of applications data • Social media analysis and reports
	1.3 The Learner Journey: from Applicant to Alumni a. To develop a contemporary, personalised journey, from pre-application to alumni, supported by technology b. To ensure our communications, schools' liaison and marketing supports this contemporary journey	• Applicant satisfaction surveys • Applicant and alumni numbers and engagement data
	1.4 Accommodation and Resources a. Secure the finances to maintain and further develop college accommodation b. To maintain at least 'Good' financial health c. When legislation allows, the college will consider and review options around conversion to a Catholic 16-19 Academy	• Funding secured • Financial Health

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2. Educational Excellence To encourage creative, innovative and reflective approaches to our: • curriculum intent • culture • leadership & governance • skills' needs of our region and nation	**2.1 Curriculum Intent:** We aim to: a. Nurture creativity across our college by providing a broad and balanced all-round education that is built upon subjects, skills, values and breadth, preparing students to ultimately join the workforce b. Develop students as creative, independent and well-informed young adults, capable of contributing to and questioning the world around them c. Develop and promote digital capability for students – a diverse skills set enabling them to live, learn and work in an increasingly digital world d. Systematically develop students' wider skills (e.g. communicating, team working) and values to prepare them for the Jobs market of the future e. Raise aspirations, advance social mobility and widen participation particularly with access to Higher Education	• Continued value-added progress • Numbers of students on courses • Student satisfaction survey • Widening participation data
	2.2 Culture a. To further strengthen our developmental culture built on 'High Challenge, Low Threat' where we strive for the highest possible standards within a spirit of unity and trust b. Be a college that celebrates the richness of creation; respects and explores differences of faith and culture; and fosters ecumenical collaboration. c. Strive to be a centre of excellence in the support and training of our staff in teaching, learning and wellbeing	• Staff climate survey • College 10:10 programme • Wellbeing strategy
	2.3 Leadership and Governance a. Outstanding leadership and governance which places Carmel College as a systems leader within sixth-form and secondary education as collaborators locally and nationally b. To further develop the college as a regional hub for CPD and leadership development c. To further promote and enhance the college as a system leader and proactive approach to school improvement.	• Participation as systems leaders • Enhance the partnership the college has with the Rainbow Education Trust and Teaching Hub
	2.4 Skills need a. To map the college curriculum and further develop the college through the introduction of T Levels in 2022 in response to the FE 'Skills for Jobs' White Paper and to support the skills needs of our region b. To take an active role in, and seek opportunities for, the college and its students as part of the St Helens growth strategy and the Liverpool City Region strategic skills plan c. Ensure Carmel learners are well sighted in understanding the future world of work	• Curriculum skills map completed by 2024 • Successfully launch of T Level qualifications in 2022 • Gatsby benchmarks

Strategic Aims	What do we want to achieve?	How will we know if we are succeeding?
3. Opportunity To achieve outstanding levels of performance based on: • curriculum implementation • support and guidance • staff development • impact and outcomes	**3.1. Curriculum Implementation** a. To be a research informed institution where pedagogy and curriculum delivery is developed through professional dialogue and enquiry into science and principles; where teaching, learning and assessment is designed and delivered to maximise the chances of success b. Developing our student to 'learn how to learn' (VESPA – Carmel Mindset)	• Departmental self-assessment reports and action plans
	3.2 Support and Guidance is the bedrock for our success: a. Students are supported and cared to live life to the full b. We provide the right balance of resources and care to support successful education and signpost to other specialist providers when appropriate c. To embed the Gatsby and Matrix Frameworks as part of our Careers Strategy: Enrichment, Employability, Equality, Engagement, Experience d. Work in the college's feeder schools to help young people aspire to seek high quality education and courses	• Student satisfaction survey • Annual UCAS and college destinations report • Progress against our careers strategy
	3.3 Staff Development a. Recruit and retain a high-quality workforce where staff are supported, valued and developed as individuals b. Develop the digital capability and confidence of our staff to enable them to support students' digital study and employability skills c. To ensure platforms for developing, sharing and innovating exist and are utilised	• Training/development opportunities and evaluations
	3.4 Learning Impact and Outcomes a. Ensure that our outcomes remain first class, underpinned by robust quality assurance systems b. To recognise and celebrate success in all forms regardless of grades, outcomes or choice of destination c. To support students to progress to their chosen destination d. To ensure students develop the skills they need to be independent, lifelong learners with the ability to think for themselves e. To ensure we are equipping the future workforce of our area and region with the skills and knowledge that meet the jobs market of the next decade	• Outcome KPIs • Destinations data • Satisfaction surveys

Strategic Aims	What do we want to achieve?		How will we know if we are succeeding?
4. Support and Challenge Where every individual feels part of a community and where we play an active role in our own community, focussing on: • wellbeing • equality, diversity and inclusion • students as leaders and citizens • partnerships & stakeholder engagement	**4.1 Wellbeing** a.	Actively support the wellbeing of staff and students knowing that it is central to our success	• Student and staff satisfaction surveys
	b.	Continue to discuss and reflect on what constitutes a sustainable and appropriate workload and what we can learn and implement post-Covid	
	4.2 Equality, Diversity and Inclusion a.	To be an inclusive and accepting college where every individual feels part of a community and where we play an active role in our local community to help raise standards and aspirations	• Annual E & D report and survey
	b.	To work with students as co-creators of their own learning – ensuring that it is accessible, supportive, and representative of all, whilst helping to diminish differences in achievement where barriers are evident	
	c.	Celebrating the rich diversity of the college community, taking opportunities from faiths and cultures to enrich the experience at Carmel College	
	4.3 Students as leaders and citizens a.	Provide a framework of opportunities to develop the skills and confidence needed for participation, leadership, advocacy and social action, helping to develop student voice and civil society	• 10:10 Report and Mission element of the college SAR
	b.	Further embed the College's 10:10 In Action awards	
	4.4 Partnerships & Stakeholder engagement a.	To develop a stakeholder engagement strategy	• Stakeholder engagement strategy
	b.	To work both nationally and locally to establish positive two-way relationships from departmental to college level with other schools/colleges and HE, Archdiocese, Catholic Education Service, employers and other organisations	• Parent/carer satisfaction • Local skills mapping
	c.	To ensure the college curriculum matches the needs of the region and future jobs market.	

Strategic Aims	What do we want to achieve?	How will we know if we are succeeding?
5. Christian Environment • Spiritual and moral life • Importance of community • Social justice and common good	**5.1 Spiritual and moral life** a. Engender an inclusive, welcoming, supportive community where everyone is valued. b. Prepare students to lead fulfilling and purposeful lives as responsible and responsive global citizens who uphold both Gospel and British values and contribute to the Common Good. **5.2 Importance of community** a. Provide an exceptional, relevant education which encourages the development of the whole person, inspired by the Carmelite tradition. b. Promote a caring environment, rooted in the virtues of service, kindness, humility, gratitude and respect. c. Work together for the benefit of each person as well as the wider community. **5.3 Social justice and common good** a. Recognise, celebrate and treasure, without exception, the unique gifts and dignity of each person, ensuring equality and fairness for all, as found in the teaching and example of Our Lord Jesus Christ.	• Successfully maintaining the college's Outstanding status • Impact and celebration of the 10:10 in Action awards • Positive progression on from the college