

Christ The King Sixth Form College

Marketing Strategy

MISSION STATEMENT

We are a Catholic College dedicated to the education and development of the whole person, so that all students can realise their full potential.

To achieve this as a community we will:

- ✚ Provide the highest standards of teaching and learning.
- ✚ Expect students to show commitment to their studies and the Christian values of the College.
- ✚ Provide equality of opportunity, with mutual respect and positive encouragement.
- ✚ Build and further develop a partnership with parents, schools, parishes, higher education and the local community.
- ✚ Value staff and support their professional development.

In doing this we will reflect Christ's teaching in the life and work of the whole College.

1 Guiding Principles and Values

- ✚ All marketing activity connected with the College will relate to the fulfilment of the College mission and the values which stem from it.
- ✚ The purpose of marketing at Christ The King College will be to successfully identify and meet the needs of student, prospective students, parents, partner schools and members of the wider college community.
- ✚ All marketing communication and activities at Christ the King will be honest, accurate and consistent.
- ✚ Marketing activities will fully support and promote equality of opportunities at Christ the King, and will ensure that the richness and diversity of our community is truly reflected in all internal and external marketing events and publications.
- ✚ A key focus of marketing activity will be the identification and achievement of agreed recruitment targets.
- ✚ All actions and tasks undertaken in connection with marketing will be within budget.

2 Identifying our market

As a Catholic Sixth Form College, Christ the King has a clearly defined character and ethos that distinguishes us from the majority of other providers in the area. Many students choose to join us for this reason.

Equally, we specialise in providing courses, support services and an environment which meets the needs of 16-19 year old students. These characteristics have combined to ensure that Christ the King College has become a niche provider within the South-East London area.

However, the market served by the College can be refined even further, and includes meeting the needs of the following specific groups:

(a) Partner School Pupils

The College was established to meet the post-16 progression needs of its seven-partner school. These schools are:

Bonus Pastor, Northbrook, St Matthews Academy, St Michael's, St Paul's, St Thomas More and St Ursula's.

(b) Other Catholic Students

The College regularly attracts students from within the College community who have not attended one of our partner schools. We aim to meet the post-16 progression needs of such students wherever possible.

(c) Pupils from other Schools

Applications to the College from students who attend schools other than those in the above categories remain high. For 2008 entry, the College received applications from students attending over 200 such schools.

The College recognises the needs of these students and aims to meet them wherever possible – in line with the criteria set out in the College Admissions Procedures.

In meeting the needs of the above groups of students, it is recognised that the majority of courses offered at the College are at Level 3. With more than 80% of our provision aimed at this level, the college is unique in our geographical area. Along with our Catholic ethos and mission, the range and strength of our Level 3 provision currently sets us apart from the other Colleges and Sixth Forms with which we compete for students.

In addition to full-time 16-19 year old students, the College also seeks to meet the needs of its community; the College also hosts the delivery of an MA in Catholic Leadership in partnership with St Mary's College at Twickenham. The College also runs a Community Learning programme aimed at Year 10 students from its partner schools and has a Primary School strategy.

3 **Environmental analysis and market research**

In order to ensure that the College continues to meet the needs of our students and other stakeholders, such as parents and staff, it is essential for us to obtain targeted, focused and relevant information on the markets that we serve. Since 2005/06 the College has subscribed to the services of qdp, a leading educational market company. This has enabled the College to collect more detailed and accurate market research from a number of key stakeholders.

An annual analysis of curriculum chosen by partner school students is undertaken and used to support curriculum planning. Also demographic profile of local boroughs is undertaken on a regular basis. It is important that the College remains focused regarding both its internal and external markets.

The following prioritised tasks will be undertaken in the period 2009/11:

- ✚ A needs analysis of partner school, and other significant providers of students to the College. This will include the identification of any trends in subjects choices that may impact upon the College. It will also enable projected enrolment figures to be evaluated.
- ✚ A sample of Year 11 pupils in Partner Schools students who applied to Christ The King but did not take up a place at the College to gain feedback on the reasons why.
- ✚ A survey of L6 students, who leave the College early, to try and gain feedback regarding why they have left.
- ✚ Focus groups will also be held with students from each partner school in the first month of joining the College.
- ✚ The student council will be used as an arena to collect opinions and attitudes regarding key aspects of College life.
- ✚ A review of the use of qdp questionnaires, including the timing, frequency and questions used. This information will be used to inform future curriculum planning and service provision.
- ✚ The continued use of questionnaires at parents' evenings and open events in order to gain information about satisfaction levels, suggestions for improvement and perceptions of the College.
- ✚ An analysis of the courses offered by other local providers in order to inform our own planning.

4 **Curriculum Development**

The curriculum is the core business of the College. Any changes to our curriculum offer have clear marketing implications – both with regard to external perceptions of the College, as well as internal considerations such as arranging alterations to the Prospectus or other documentation.

Curriculum developments pre-16 also have the potential to impact upon the College. It is, therefore, vital that information from partner schools regarding the subjects and courses being taken by Year 10 and 11 pupils is fed back into the College. This can then be used for planning purposes as appropriate.

The 14-19 agenda will have a significant impact upon the curriculum, which is delivered, in schools as well as in Colleges such as Christ The King. We will, therefore, be proactive in working with our partner schools in order to ensure that the College continues to meet the needs of the students in each of these schools. This will include the possible further development of Diploma's.

The following prioritised tasks will be undertaken:

- ✚ Increasing the profile of the International Baccalaureate externally with local partners.
- ✚ Informing all Partner Schools, Connexions and other agencies such as ECCTIS of any planned changes to our curriculum offer.
- ✚ Working with Heads of Department to ensure that any planned changes in the curriculum offer are accurately and consistently reflected in College marketing materials and other documentation.
- ✚ Working with Heads of Department to ensure that all required feedback from Partner Schools regarding changes to the pre-16 curriculum is received.
- ✚ Maintaining close links at Headship/Principal level as well as through the work of the Schools Liaison and departmental teams with each of our Partner Schools. This will include developing 14-19 curriculum links where appropriate, and bidding for external funds to support this work where possible.
- ✚ To continue to work collaboratively with the Lewisham 14-19 Strategic Group, and to develop and market Diploma provision to our Partner Schools.

5 **Community Links**

Continuing to develop and enhance our links with the community that we serve is of vital importance to the College. It is also a key aspect of the marketing function within the College.

The following prioritised tasks will be undertaken:

- ✚ To continue to foster close links with each of our Partner Schools, through regular contact and developing individual ways to meet each school needs.
- ✚ The hosting of the MA in Catholic Leadership in partnership with St Mary's College which will be open to both internal and external community members.
- ✚ All other community links established or enhanced by the College throughout the year will be documented, and used for internal or external marketing purposes as appropriate. This will include links with HE institutions, employers and collaborative/partnership arrangements with other providers.

- ✚ Information on Key College events and successes will be shared with our neighbours in Belmont Grove. This will help to ensure that progress with building an effective dialogue and relationship with our close community is maintained.

6 Advertising and Promotion

It is important that all marketing activities are supported by clear and effective communication with the people or groups we aim to serve.

Impressions of the College can be gained by the quality, speed and regularity of our communication links with students, staff, partner schools and other members of the community.

In this way, the College must continue to ensure that our external communications meet the high standards required.

This will mean:

- ✚ An updated prospectus along with a new CD ROM outlining the benefits and facilities provided by the College.
- ✚ An updated and externally printed student diary.
- ✚ A re-designed examination results brochure – emphasising the success achieved by our students and the excellent track record of the College.
- ✚ Leaflets and posters promoting our Open Days that focus’ on the benefits of attending the events. These will be sent to Partner Schools and Connexions as appropriate. They will also be used to promote the events at post-16 fairs in the borough and surrounding areas. Key events will also be advertised on the College website.
- ✚ Supporting the continued adoption and consistent use of the College “house-style”/design in all external communications – including all of those outlined above.
- ✚ Development of the website
- ✚ Regular press releases issued – including items sent to the Crier for each edition.
- ✚ Maintain the photo album in the College reception area, which contains details of recent CTK events and achievements. This will enable visitors to get a positive insight into College life.
- ✚ Continued support of the College Ambassador programme, to ensure the College is represented at internal and external events.
- ✚ The continued development of Christ The King Alumni Association.

The following means of promoting the College will also be employed:

- ✚ Roadshow visits to Partner Schools in order to support Year 11 students with the College application process.
- ✚ Attendance at Partner Schools events such as post-16 evenings, selected parents' evenings and Year 9 option events.
- ✚ Inviting all Year 10 pupils from Partner Schools into the College for Taster Days. This will introduce pupils to the College facilities and allow them to make more informed decisions about studying at the College.
- ✚ Open events held at the College. The format used will be appropriate for meeting the needs of Partner Schools students, pupils from other schools and the College as a whole.
- ✚ A Welcome to College event in July. This will support students who have already been offered places at the College and help develop their links with our community.
- ✚ Participation in borough-wide careers events – both in Lewisham and in Greenwich. These will be used to promote the College with prospective students and those who advise them – such as parents and Careers Officers.

7 **The Schools Liaison Team**

The School Liaison Team has been successfully embedded and the following prioritised tasks will be undertaken:

- ✚ Undertaking and participating in a review of the effectiveness of our links with Partner Schools.
- ✚ Reviewing the format and content of Taster Days.

8 **Competitors**

The College welcomes the spirit of collaboration and co-operation promoted nationally and locally by the Government, the Learning and Skills Council and other agencies. We will continue to support initiatives aimed at ensuring that the College can work closely with Partner Schools, and other providers in order to benefit students. However, we recognise that the success of the College is largely dependent upon our ability to meet our student recruitment targets each year, and to ensure that the needs of our students are met in terms of the quality of teaching and learning, the resources and the accommodation provided.

The following prioritised actions will be taken:

Competitors

- ✚ The unique position of this highly successful Catholic Sixth Form College will be emphasised in our literature, advertisements and publicity materials. This will also be explicitly referred to at our open events and on the College stand used for external exhibitions.

- ✚ Targeted use will be made of examination league tables which demonstrate the high success enjoyed by students at the College. The examination results leaflet produced by the College will feature the table, as will the College website.
- ✚ The Beacon Status of the College will be used to ensure that good practice at the College is shared with other providers – some of which will be local. This will raise the profile of the College in the area, and ensure that information regarding the strengths of the College is spread.
- ✚ The College will be represented at all local Careers Service post –16 events. This will ensure that representatives from existing competitor institutions who are present will remain alert to our strengths and influential advisors such as the Careers Service will be alert to what the College has to offer.
- ✚ The College will continue to be represented at borough and local LSC forums in order to maintain our profile and to ensure that we are informed about local developments that may impact upon the College. The forums will also continue to be used to identify opportunities where the College may bid for funds or become involved in other initiatives related to our work.
- ✚ Press releases detailing successes or initiatives related to the College will be written and distributed at least one each half term. Our parishes and the Diocese will also be kept informed of our success at regular termly intervals.
- ✚ We will respond positively to requests for support or assistance from competitor institutions where this will be of benefit to the College. This may include the opportunity to raise our profile or the esteem in which we are held at borough, Diocese or area level.

The following tasks will be undertaken:

- ✚ Undertake an analysis with Partner Schools to assess the impact that named emerging competitors have had upon the College in the preceding year – and the impact they are likely to have in the current year.
- ✚ Draw up an action plan in response to any adverse or positive indications from the above task.
- ✚ Consider whether collaborative working arrangements are appropriate. Amend if required.

9 Responsibilities

The overall responsibility for co-ordinating and managing marketing activity will be taken by the Associate Principal. Specific areas of work, however, such as links with individual partner schools and organising Tasters and Roadshows for named schools will be the responsibility of the School Liaison Team.

However, due to its all-embracing nature, marketing will also be a responsibility shared with all members of the College staff.

10 **Monitoring and Evaluating Marketing Activity**

All marketing activity will be monitored and evaluated on a regular basis in order to assess its effectiveness and value for money. In particular, specific activities including Tasters, Roadshows and the production of externally produced materials such as the prospectus, will be discussed and reviewed by the School Liaison Team, in consultation with wider groups of students and staff.

Information from evaluation forms completed at Open Events will be analysed –and the results used to inform planning for future activities.

Ultimately, however, the success of marketing activity will be judged against the achievement of strategic objectives outlined in the College Three Year Development Plan.

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