

Brooklands College

Strategic Plan



‘Brooklands College will be an outstanding provider of education and training to every member of our community every day’

Introduction

Welcome to the Brooklands College Strategic Plan. This plan outlines the future direction the College will take in pursuit of achieving our mission. The plan puts forward the role that Brooklands College plays in the local community, and how we are building our presence and reputation both regionally, and nationally. The college will ensure it has an influential voice within the LEP and key business and employer networks, using these opportunities to maintain an up-to-date understanding of technical change, industry needs, patterns and trends. Promotion of partnership working partnership will address the future challenges that the economic and social climate will bring. The College curriculum will also adapt to meet the constantly changing needs of employers and higher education.

Brooklands College will be an outstanding and innovative provider of learning and skills development, serving the communities of Surrey and beyond. Working with the Learning and Enterprise Partnership (LEP), business groups, Surrey County Council and employers; we will continue to build and strengthen relationships and use market intelligence to focus curriculum planning and delivery around the skills needs of existing and emerging markets. We are driven to provide excellent education and employment training to all who want to further their knowledge, we will continue to offer the technical routes that will provide a seamless progression into higher levels of study or employment. There will be focus on new and emerging technologies to enhance both the learning experience and College services.

The College also prides itself on the support it gives to students so that they can develop their abilities and citizenship skills to be productive members of society. Delivering knowledge and skills to over 5,000 young people and adults each year, demonstrates the key role the College plays in the community. We take this responsibility very seriously and this is why the College continues to develop its wider role by fostering and embedding productive relationships with, employers, schools, universities and other key stakeholders. The College will play a key role in terms of the social and economic prosperity in the region by prioritising the development of skills that will support students in the workplace and in the community. Working with our partners we have a College that everyone can be proud of, that meets the aspirations of all, whilst continuing to identify opportunities to diversify and increase income through innovation projects and partnerships.

The college recognises that the future need is for flexible workspace to develop and deliver technical vocation skills. The use of technology in the future will enhance the student experience but it will not take the place of classroom and workshop delivery. Socialisation and employability skills, alongside high quality technical education, are key to a students' future place in the community. This is at the centre of the college's future strategy, to ensure what is best for the interests of students present and future

During the lifetime of this strategic plan the country will leave the European Economic Union, the college will ensure the systems and processes that underpin delivery are both robust and flexible to ensure we can respond quickly to change.

Our values are at the heart of our vision. We will use the wider student experience to celebrate Brooklands values whilst promoting equality in all aspects of college life.

We expect that students will consistently display Brooklands values which will be embedded throughout the organisation and measured in survey results.

Staff will continue to be encouraged to develop their skills and industry practice to deliver outstanding learning, innovation and enterprise. By supporting them to achieve their full potential, the College will continue to develop as a learning organisation.

Delivering the strategic priorities

This document sets out the College's ambition to become an outstanding provider of training and education.

To achieve our ambitious goals, we need to continue to drive change in culture and working practices that will ensure accountability and deliver results. This will be overseen by SLT and supported through the establishment of impact groups focusing on a number of projects to improve business processes, quality of provision, student experience and the achievement of financial stability.

Our Vision & Values

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Monitoring

The responsibility for guiding and monitoring the KPIs rests with the Governing Body and the Senior Leadership Team.

As an outcome of the self –assessment process and the College SAR, 6 impact projects will be formalised and each project will have a theme relevant to the key priority areas for the college for 2018/19, each impact project will be led by a member of the Senior Leadership Team (SLT),

Progress against actions arising from the quality improvement plan will be reviewed as part of the Performance Review cycle

The Impact Project Themes are:

- Safeguarding
- Minimum Standards and Value Added
- Expectations
- Mental Health & Well Being
- English & Mathematics
- Sustainability
- Risk Management
- Risk management is central to the College strategic planning, governance and management framework. The College's Risk Register will be reviewed and updated to align with this document.

Strategic Aims

The College has three Strategic Aims these are informed by government strategies and built around student experience, driving continuous improvement and value for money through effective use of resources and building a culture of innovation that supports change to aid continuous improvement. Each strategic aim is supported by a number of strategic key priorities that will support the achievement of the aim.

Aim 1

To inspire all students to achieve their full potential by delivering the highest quality guidance, support and teaching with outstanding learning and skills development opportunities. Entrepreneurial and responsive to meeting local and regional skills needs that maximise the benefits of students and the organisation.

Aim 2

To be highly regarded by business and the community as a successful College that is innovative.

Aim 3

To be an efficient, effective, sustainable and forward looking College, investing in improving facilities and developing staff.

Reference Tables

1.1	Support the College journey to be “outstanding every day” enabling all learners to fulfil their potential.
1.2	Enable the College to adapt to and meet local, regional and national education and skills needs and priorities.
1.3	Ensure the College has an effective and efficient staffing and resource structure that will maintain a responsive curriculum
1.4	Work towards the development of first class facilities for learning that enrich student experience and develop their skills for employment and higher education..
1.5	Foster a culture of enterprise that maximises income opportunities and develops original and supportive teaching methods.
1.6	Provide inspirational direction and challenge through outstanding governance and leadership throughout the organisation that promotes ambition and raises expectations for every student, staff member and the wider community.

2.1	The College will continue to build on its very good and improving success rates to maintain year-on-year increases.
2.2	The College is now consistently in the top 20th percentile of all colleges for success rates but has ambitions to be better.
2.3	Advancements in teaching and learning will continue to be a priority over the planning period.
2.4	All students are equipped to enter the employment market or move into Higher Education.
2.5	Further Education is a fast moving sector that has to be responsive to changes; these include curriculum, and technological advances, as well as developments in government policy focused on progression and employment skills.

2.6	Further development of college infrastructure is needed to ensure that all students benefit from a high quality learning environment.
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AIM 1

To inspire all students to achieve their full potential by delivering the highest quality guidance, support and teaching with outstanding learning and skills development opportunities. Entrepreneurial and responsive to meeting local and regional skills needs that maximise the benefits of students and the organisation.

3.1	The College priority will be to continue to advance teaching and learning, interlinked with student support, whilst celebrating diversity and promoting equality.
3.2	The College has a responsibility to its students, employers and the wider community to provide outstanding quality and successful outcomes that develops skills including English and mathematics which will enable students to contribute fully.
3.3	Regardless of background and starting point our students will be inspired, engaged, and motivated to succeed to their full potential through our personal approach to their learning
3.4	To deliver an outstanding learning experience for all students that will enable progression into employment or Higher Education and support personal development.
3.5	To develop innovative practices in teaching learning and assessment that will engage students and harness the best that technology can offer.
3.6	Achievement rates including English and Mathematics to be consistently in the top 10% in the country by 2021.
3.7	The college will have an outstanding curriculum that will support students to achieve personal development and individual goals.
3.8	Curriculum delivery will include a range of innovative practices that harness the best aspects of IT to support learning and assessment.

3.9	The College and its students will win regional and national skills competitions.
3.10	95% of students leaving the college will progress into an apprenticeship, employment or higher education.
3.11	There will be a 20% increase in the number of students on programmes above level 3 by 2021.

AIM 2

To be highly regarded by business and the community as a successful College that is innovative.

4.1	We will seek to increase income for the benefit of all students through the innovative deployment of staff and resources, and through active engagement of available opportunities.
4.2	To develop innovative behaviour and confidence, in both staff and students, that will foster a culture of entrepreneurial skills through participation in projects and skills competitions.
4.3	To investigate and develop market opportunities to generate income by delivering full cost and funded programmes to individuals and employers, and increasing the utilisation of College facilities.
4.4	To secure and deliver successful college wide projects through partnerships that maximise the support and engagement of individuals in education and training.
4.5	To further develop apprenticeship delivery at all levels both within the college and with partners.
4.6	Timely Apprenticeship success rates to be consistently in the top 10% in the country by 2021
4.7	A 100% increase in income from apprenticeships over the five years.
4.8	A 25% increase in income from use of the estate over 5 years.
4.9	Successfully deliver projects with partners, for example ESF funded projects, when available.

4.10	Delivery of a holistic approach that enhances knowledge and industrial competitiveness and is recognised as best practice by employers in survey feedback.
4.11	Recognised as a Beacon college.

AIM 3

To be an efficient, effective, sustainable and forward looking College, investing in improving facilities and developing staff.

5.1	The College has a new facility at Ashford and detailed plans are in place for a new Hair and Beauty Academy also at Ashford. Weybridge continues to face significant issues with regard to the infrastructure.
5.2	We will develop a property strategy for Weybridge to ensure the delivery of 21st century learning facilities that will be effective and sustainable.
5.3	College income has seen significant growth and this will continue to be a priority, growth in funding will be robustly managed alongside detailed targets for spend that will be underpinned by clear processes.
5.4	To develop technology to support improvement in college processes that will identify savings and improve working practices for staff and students.
5.5	To provide first class facilities at Weybridge for students and staff that support the delivery of innovative and outstanding learning to further personal development.
5.6	To manage the financial health of the College effectively, in order to maintain SFA Good rating whilst working towards outstanding.
5.7	A highly skilled and motivated workforce who have opportunities to take part in career updating on a regular basis.
5.8	Staffing costs to be in line with sector averages.
5.9	“Good” Financial Health by SFA definition, with a target of “Outstanding”.

5.10	A property strategy for the Weybridge campus that clearly identifies how future development will be achieved to support outstanding teaching and learning.
5.11	IT facilities enhance the learning experience for both staff and students in feedback.

Supporting Strategies

Underpinning our key strategic objectives are a number of key supporting strategies.

Curriculum Strategy

The curriculum strategy sets out the objectives for the curriculum with short, medium and longer term targets for both curriculum design and delivery. The strategy is based on the following:

6.1	The College will look to establish full time provision for 14 -16 by 2020, to meet the growing demand from local schools and parents/carers for alternative provision.
6.2	At entry and Level 1 the College will continue to offer a broad range of programmes to enable young people to experience the different pathways and career routes open to them.
6.3	The College will provide a seamless progression for students into higher levels of study or employment.
6.4	Further strategic links will be explored with potential HE partners for the purpose of growing our HE provision in the future.
6.5	The College will introduce Higher Apprenticeship programmes aligned to the STEM agenda in Engineering, Health and Social Care and Science.
6.6	Professional Courses will grow to enable adults to enhance their career prospects.

6.7	The College will grow the ESOL provision with particular demand being seen for ESOL on the Ashford campus.
6.8	The portfolio of adult professional courses will be expanded.
6.9	The College will target the growth of programmes for employers and for the community that are not subsidised by government funding.

Apprenticeship Provision

The College is proud of the quality of the apprenticeship provision and sees this as a key focus for the College for the future. Plans for future apprenticeship delivery revolve around the introduction of the New Standards, the deletion of existing frameworks. The College will continue to deliver Apprenticeships and advanced apprenticeships to both 16- 18 year olds and adults in a wide range of subjects both with direct college delivery and partner delivery and will focus on the following:

7.1	Achievement rates on our Apprenticeship programmes continue to outperform national comparators
7.2	The range of pathways will be extended and we will provide a broader and richer offer for both young people and adults.
7.3	Traineeships will continue to be offered to young people as a transition programme to an apprenticeship

The Financial Strategy

The Financial Strategy underpins the College's Strategic Plan and sets out the financial objectives that will need to be met in order to achieve the Strategic Aims. Financial objectives. The following aims have been agreed in the College's approach to its Financial Strategy:

8.1	To continually improve the quality of teaching whilst ensuring efficiency in class sizes and curriculum delivery.
8.2	To generate sufficient cash from operations to contribute to invest in a programme of investment in infrastructure.
8.3	To optimise the utilisation of College resources.
8.4	To pursue the capital investment strategy in making improvements to the Weybridge campus and seeking new opportunities for funding.
8.5	To identify smaller capital and maintenance projects in order to improve classroom/office facilities and equipment for the benefit of the College community.
8.6	Manage the financial health of the College effectively, in order to maintain SFA Good rating whilst working towards Outstanding.

Financial Outcomes

The outcomes by the end of the period of this plan will be:

9.1	Deliver an operating surplus each year, with the aim of achieving a surplus of 3% of total turnover by the end of the period. of the Strategic Plan
9.2	Staff costs as a percentage of income to be in line with sector averages.

9.3	Cash days in hand of at least 30 days at each year end.
9.4	A current ratio of at least 1.0 at year end.
9.5	Procurement savings of 3% of non-pay spend by 2021.
8.6	No increase in long term borrowings.