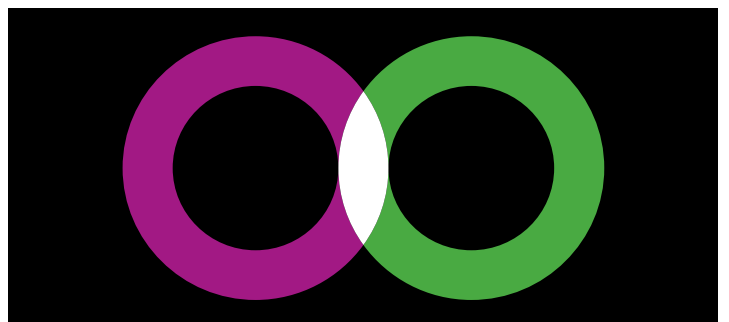


Brooklands College

Strategic Plan

2016 - 2021



www.brooklands.ac.uk





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. It promotes partnership working to 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. We are driven to provide excellent education and employment training to all who want to further their knowledge. 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 6,500 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. Working with our partners we have a College that everyone can be proud of, that meets the aspirations of all.

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.

Our three Strategic Aims demonstrate our aspiration for excellence, our focus on quality, commitment to the community, and the delivery of excellent value for money. Putting the student at the centre of every decision.

The Strategic Aims have been developed with the College Mission in mind and with a commitment to play a strong role in the community. There has been particular account taken of the following challenges;

- The College will continue to build on its very good and improving success rates to maintain year-on-year increases. The College is now consistently in the top 20th percentile of all colleges for success rates but has ambitions to be better.
- Advancements in teaching and learning will continue to be a priority over the planning period. This will ensure that all students are equipped to enter the employment market or move into Higher Education.
- 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.
- 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.
- Further development of college infrastructure is needed to ensure that all students benefit from a high quality learning environment.





College Success



Apprentices Honoured at Surrey Satro Awards

Brooklands College apprentice Jamie Pickett from Design Plan Lighting won the Wates Cup for Apprentice Contribution to Business at the Surrey SATRO STEMX awards ceremony. The awards are run by Surrey-based charity SATRO, which aims to inspire young people to gain skills in science, technology, engineering and maths and find jobs in British industry. Both Jamie and Kiran Sandu from 4Titude were also awarded Highly Commended in the Colman Trophy for Apprentice Individual Achievement.

Both apprentices were in competition with nominations from the other Surrey Colleges. The key note speakers, Chase Beswick and Rachel Melvin from McLaren, both past Brooklands College engineering students, spoke warmly about their time at the college.

A New Cohort of Cadet Nurses at Ashford Hospital



Ashford Hospital welcomed their new cohort of Cadet Nurses from Brooklands College doing work experience on the wards.

The cadets will be working every Wednesday from 9am - 3pm during term time and will rotate through two wards. The cadets are in their second year of an extended BTEC in Health and Social Care and are taking this opportunity to see if working in a hospital setting is what they would like to do in the future.

Cadets are recognised by their white tunic with pale green piping and they also have name and security badges. They have all completed the Health Care Assistant Induction and are there to learn about hands on patient care.

Tasks students will be involved in under supervision include:

- Bed making
- Personal hygiene
- Feeding
- Assisting with mobilisation

Brickwork Students Enjoy Success After Success!

The Guild of Bricklayers London Regional Heat of the National Competition took place at Brooklands College Ashford campus on 9 June. Tyler Pierce took 1st place in the Junior Category and Billy Wood came 2nd in the Senior Category. Both students were competing against 6 other London colleges and both will now go forward to represent Brooklands College and the London Region at the National final at PETROC College in Devon, placing them both in the top 10 in the country in their respective categories!



Catering Students Bring Home the Silverware

Catering students battled against the clock in live cook off challenges for the Wessex Salon Culinare 2016.

Judged by a panel of industry specialists provided by The Craft Guild of Chefs, the students excelled in their achievements and came home with a clutch of Bronze, Silver and Gold awards. To top it all Wessex Salon Culinare 2016 Student Chef of the Year was awarded to Gold medal winner and Brooklands College student Arthur Paul.



MISSION

“

**Brooklands College will be
an outstanding provider
of education and training
for every member of our
community, every day.**

”





VALUES

Brooklands College Values

Integrity

Doing the right thing

Respect & Compassion

Treating everyone as you want to be treated

Innovation

Building your future

Fundamental British Values

Rule Of Law

Individual Liberty

Mutual Respect & Tolerance

Democracy

The values of the College have been developed by staff in consultation with stakeholders. Brooklands College's values underpin the mission and aims of the College and shape the culture and behaviours that will support aspiration and achievement.

The values identify that the College community will act with integrity, will display respect and compassion and will be innovative in the creation of opportunities for our future.



Aims, Objectives and Outcomes

Following extensive review and consultation with key stakeholders, including employers and students, the Brooklands College Strategic Plan has been designed to:

- Support the College journey to be "outstanding every day" enabling all learners to fulfil their potential
- Enable the College to adapt to and meet local, regional and national education and skills needs and priorities
- Ensure the College has an effective and efficient staffing and resource structure, that will maintain a responsive curriculum
- Work towards the development of first class facilities for learning that enrich student experience and develop their skills for employment and higher education
- Foster a culture of enterprise that maximises income opportunities and develops original and supportive teaching methods
- 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.

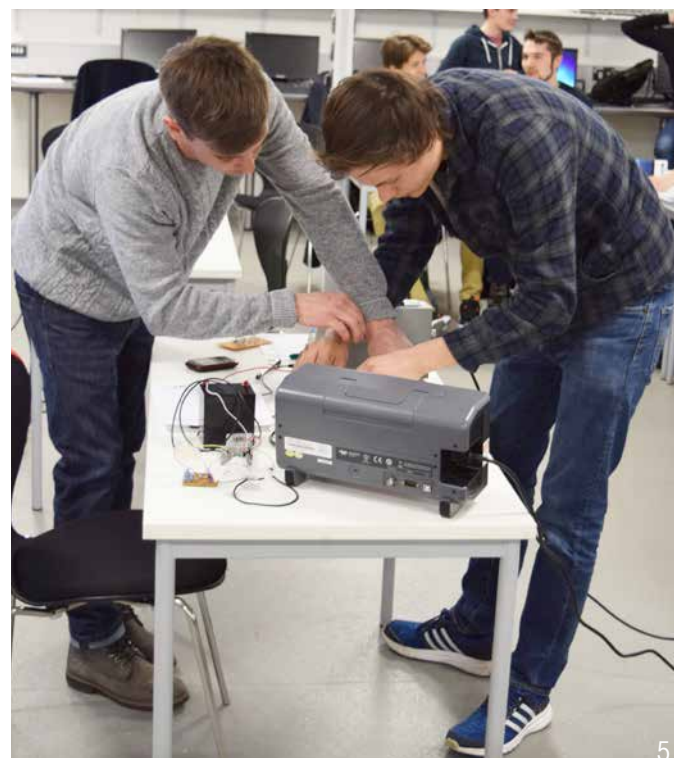


In order to develop the above, the College has three Strategic Aims:

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.

AIM 2 - To be highly regarded by business and the community as a successful College that is innovative, entrepreneurial and responsive to meeting local and regional skills needs that maximise the benefits of students and the organisation

AIM 3 - To be an efficient, effective, sustainable and forward looking College, investing in improving facilities and developing staff.





Aim 1

The College priority will be to continue to advance teaching and learning, interlinked with student support, whilst celebrating diversity and promoting equality.

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.

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.



OBJECTIVES

To deliver an outstanding learning experience for all students that will enable progression into employment or Higher Education and support personal development.

To develop innovative practices in teaching learning and assessment that will engage students and harness the best that technology can offer.

To use the wider student experience to celebrate Brooklands values whilst promoting equality in all aspects of college life.

OUTCOMES

Achievement rates including English and maths to be consistently in the top 10% in the country by 2021.

The college will have an outstanding curriculum that will support students to achieve personal development and individual goals.

Curriculum delivery will include a range of innovative practices that harness the best aspects of IT to support learning and assessment.

The College and its students will win regional and national skills competitions.

95% of students leaving the college will progress into an apprenticeship, employment or higher education.

There will be a 20% increase in the number of students on programmes above level 3 by 2021.

Students will consistently display Brooklands values which will be embedded throughout the organisation and measured in survey results.



Aim 2

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 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 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.



OBJECTIVES

To ensure the College has an influential voice within the LEP, key businesses and stakeholder networks. We will use these opportunities to maintain an up-to-date understanding of technological change, industrial needs, patterns and trends.

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.

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.

To secure and deliver successful college wide projects through partnerships that maximise the support and engagement of individuals in education and training.

To further develop apprenticeship delivery at all levels both within the college and with partners.

OUTCOMES

Timely Apprenticeship success rates to be consistently in the top 10% in the country by 2021.

A 100% increase in income from apprenticeships over the five years.

A 25% increase in income from use of the estate over 5 years.

Successfully deliver projects with partners, for example ESF funded projects, when available.

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

Recognised as a beacon college.



Aim 3

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. We will develop a property strategy for Weybridge to ensure the delivery of 21st century learning facilities that will be effective and sustainable.

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.

There will be focus on new and emerging technologies to enhance both the learning experience and College services.

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.



OBJECTIVES

To develop technology to support improvement in college processes that will identify savings and improve working practices for staff and students.

To improve the management of resources, including financial, through the evaluation, procurement and deployment of, new or shared delivery models.

To provide first class facilities at Weybridge for students and staff that support the delivery of innovative and outstanding learning to further personal development.

To continue to develop the skills and knowledge of staff across the organisation which will support outstanding teaching and management practice.

To manage the financial health of the College effectively, in order to maintain SFA Good rating whilst working towards outstanding.

OUTCOMES

A highly skilled and motivated workforce who have opportunities to take part in career updating on a regular basis.

Staffing costs to be in line with sector averages.

"Good" Financial Health by SFA definition, with a target of "Outstanding".

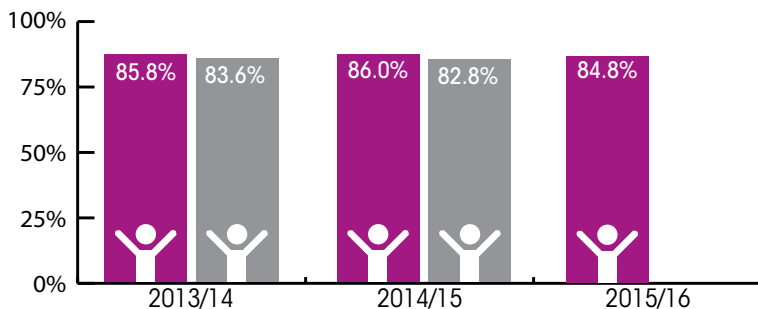
A property strategy for the Weybridge campus that clearly identifies how future development will be achieved to support outstanding teaching and learning.

IT facilities enhance the learning experience for both staff and students in feedback.



Overall Achievement Rates

Overall Achievement Rates (including functional skills)

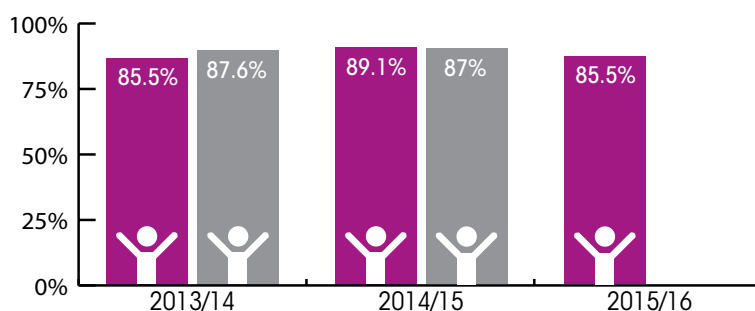


Achievement Rate

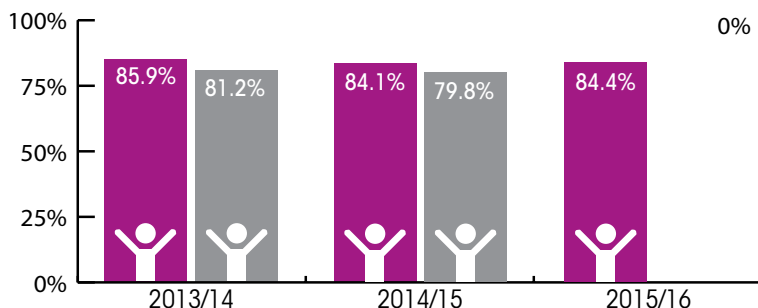


National Achievement Rate

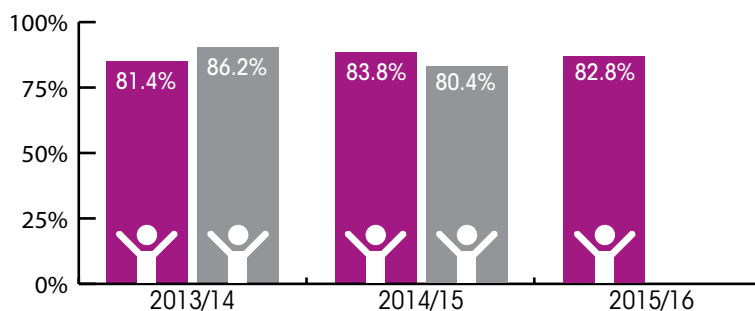
19+ Overall Achievement Rates



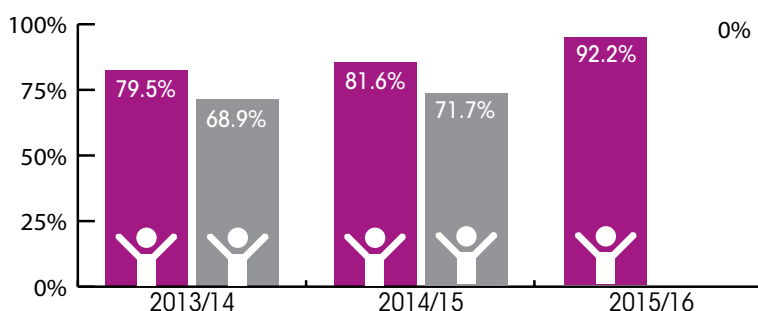
16-18 Overall Achievement Rates



Overall Timely Achievement Rates



Apprenticeship Overall Achievement Rates





Financial Position

Consolidated Income and Expenditure Account

	Year ended 31 July 2016 Group £'000
INCOME	
Funding body grants	19,515
Tuition fees and education contracts	1,176
Other income	477
Investment income	20
Donations and endowments	20
Total income	21,208
EXPENDITURE	
Staff costs	9,822
Fundamental restructuring costs	102
Other operating expenses	9,852
Depreciation and amortisation	753
Interest and other finance costs	455
Total expenditure	20,984
Surplus (deficit) before other gains and losses	224
Profit on disposal of assets	-
	224
SURPLUS BEFORE TAX	-9,902
Taxation	-
Surplus for the year	224
Actuarial loss in respect of pensions schemes	-1,311
Total Comprehension Income for the year	-1,087
NON-CURRENT ASSETS	
Tangible fixed assets	25,809
Intangible fixed assets	39
Investments	-
	25,848



Year ended 31 July 2016
Group £'000

CURRENT ASSETS

Trade and other receivables	2,239
Cash and cash equivalents	4,331
	<hr/>
	6,570
Less: Creditors - amounts falling due within one year	-5,030
Net current assets	1,540

TOTAL ASSETS LESS CURRENT LIABILITIES

Creditors - amounts falling due after more than one year	- 10,103
Provisions	
Defined benefit obligations	- 7,925
Other provisions	-618
Total net assets	8,742

UNRESTRICTED RESERVES

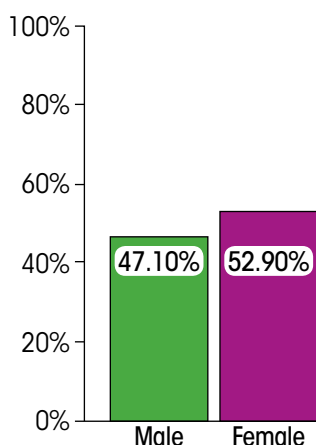
Income and expenditure account	3,990
Revaluation reserve	4,752
Total unrestricted reserves	8,742

Demographics

Total Number of Students

6,533

SEX OF STUDENTS



AGE OF STUDENTS

