

# College Group

## Strategic Plan 2014-17

**Manager Responsible:** Board of the Corporation

**Version Number:** 1.0

<b>Approval Date:</b>	07 Sep 2015
<b>Approved by:</b>	SMT
<b>Minute number:</b>	
<b>Ratified by:</b>	Board of the Corporation
<b>Minute number:</b>	
<b>Review Date :</b>	31/08/2017
<b>Author / Editor:</b>	SparksA@chelmsford.ac.uk



## **AMENDMENT SUMMARY**

<b><u>Version</u></b>	<b><u>Date</u></b>	<b><u>Remarks</u></b>
-----------------------	--------------------	-----------------------

### **Age, Disability, Gender & Race Equality Statement**

Age, Disability, Gender and Race Equality Impact Measures will be set and monitored through analysis of all data related to potential suspected or actual abuse of this policy.

A copy of the Equality Impact Assessment Initial Screening Form is attached as an Annex to this document

# Strategic Plan 2014-17

## 1. Mission and Values

The College's mission is: "Chelmsford College: unlocking potential"

The values:

- i) Excellence in teaching, learning and assessment
- ii) Innovation in how we work and develop
- iii) Ambition - for all in the college community to be the best we can be
- iv) Respect and support for every individual
- v) Fairness and equity in all our undertakings
- vi) Outward looking in our development

## 2. Our Strategic Goals

- i) To become an outstanding college
- ii) To provide greater access to learning
- iii) To inspire and motivate members of staff
- iv) To prioritise partnership working
- v) To be financially sound to enable the delivery of the college's strategic objectives

## 3. Our Delivery Priorities:

- i) Ensure high quality teaching, learning and assessment for all learners
- ii) Meet the ever changing/ evolving demands of learners
- iii) Meet the ever changing/ evolving needs of employers, thereby supporting economic growth and development in the county
- iv) Grow learner numbers
- v) Ensure efficient and effective ways of working across the organisation
- vi) Support and prioritise progression to higher levels of education and training to meet the needs and aspirations of individuals and businesses

### Goal 1: To Become an Outstanding College

The College wishes to be recognised as an outstanding provider with high levels of attainment and satisfaction.

To achieve this we will therefore:

- Prioritise actions to improve retention, promote achievement and achieve higher levels of success in all our provision

(2)

- Ensure that ILPs are used effectively to support individualised learning and the setting and achieving of challenging learner targets
- Ensure that learners engage effectively with their learning by articulating high expectations of their attendance, punctuality and behaviour
- Provide top class resources to support learning in all areas of the college
- Move the focus of teaching, learning and assessment away from teacher centred activities towards a mixed mode of learning
- Prioritise continuous professional development for all staff to ensure consistent improvements in staff performance
- Focus tutorial and learner support mechanisms more effectively to ensure increased success and independence amongst all our learners
- Ensure that our staff performance is sector leading
- Use value-added measures to support better target setting and improve the proportion of higher grade success

By the end of the plan:

- Success rates for long courses will be in the top decile of colleges
- Apprenticeship framework success rates will be at least 85%
- 90% of lessons graded as outstanding or good across all SSAs
- Satisfaction levels in the top decile of colleges
- Employer satisfaction rates in the upper quartile for colleges

## **Goal 2: To Provide Greater Access to Learning**

We wish to ensure that all who will benefit from our expertise can access our learning opportunities. We want individuals and businesses to have access to a responsive and flexible curriculum offer which meets their needs.

We will do this by:

- Providing a unitised curriculum wherever possible
- Providing flexible learning spaces which support individualised learning
- Respond to our employer engagement outcomes by providing bespoke solutions for at least two organisations a year
- Continue to develop the college's expertise in working with young people and adults with learning difficulties
- Increase the breadth, depth and number of apprenticeships on offer with a particular focus on higher level opportunities
- Develop provision that enables learners to progress into employment
- Prioritise IAG services to facilitate appropriate learning choices

By the end of the plan:

- All college sites will have assessment centre and tutorial centre spaces for flexible learning opportunities

(3)

- The college will be a partner of choice for higher needs LDD learners
- Apprenticeship contract value will double by 2017
- The IAG service will continue to be MATRIX accredited

### **Goal 3: To Inspire and Motivate Members of Staff**

The College believes that the success of the institution depends upon the quality and levels of motivation of its employees. Ensuring that all are working optimally to the benefit of all learners and partners is central to the college's ability to deliver its mission.

The College will:

- Prioritise the drive for excellence in teaching, learning and assessment
- Ensure all staff in student facing roles have the capacity, capability and motivation to deliver class leading services
- Develop our managers by supporting and training them to deliver ever better standards of service
- Embed and continuously develop performance management process to match the ambition of the college to reach outstanding
- Ensure capability procedures are effective, timely and have a positive impact on standards and performance
- Reward high performers
- Ensure equity and transparency in all our dealings with colleagues
- Strive to improve upon our already high standards of working with people

By the end of the plan:

- Maintain the CPD spend as a percentage of turnover
- Hold an annual management conference with regular follow up activities
- Performance management processes will support the increase of good or outstanding teaching to 90%
- Maintain absence levels at better than sector averages
- Maintain IiP Gold accreditation

### **Goal 4: To Prioritise Partnership Working**

The College believes that working in partnership generates benefits for all concerned. The strengths in this area have been important to the college for the last decade and will become even more important in the future.

The College will:

- Develop shared services with appropriate partners for backroom business support functions

(4)

- Continue to partner Essex County Council in a range of activities (Apprenticeships, LDD, safeguarding)
- Continue to promote 14-16 partnership working
- Be an active partner in FEDEC and with broader provider groups (ACER, SELEP wide groups)
- Work with partner colleges across SELEP to facilitate 'Guild' type developments with employers
- Partner other colleges – the areas of curriculum development and quality
- Partner private providers where their expertise complements that of the college, to the benefit of learners and employers
- Take an active role in the development of the new Essex grouping of training providers

By the end of the plan:

- Develop and implement a shared service for finance with SEC
- Increase numbers of learners attending the college through partnerships by 25%
- Ensure 100% attendance at FEDEC activities
- Remain a key partner in local business and training groups

### **Goal 5: To be Financially Sound to Enable the Delivery of the College's Strategic Objectives**

The College does not seek to create surpluses for their own sake, rather to enable investment in all aspects of the college's operations to enable the achievement of outstanding.

To achieve this we will:

- Ensure efficiency to deliver positive cash balances and, where possible, an operating surplus each year
- Ensure the efficient deployment of staffing resources to minimise wastefulness
- Plan and deliver our curriculum efficiently (as well as effectively)
- Develop shared services where costs can be reduced without a negative impact on service
- Reduce dependency upon government funding streams by developing commercial income streams
- Pay down loans as swiftly as possible
- Continue to invest wisely in developments which enhance the experience of learners

By the end of the plan:

- Deliver a minimum of 1% of turnover as an annual surplus
- To return to outstanding financial health by 2017
- Reduce gearing to < 40% of turnover by 2017