

Bexhill 6th Form College

# Reaching Outstanding

STRATEGIC PLAN

SEPTEMBER 2015 - AUGUST 2018



## Section 1:

# Introduction

Bexhill College is a Sixth Form College which operates in the eastern side of East Sussex. Its core purpose is the provision of high quality education for 16 - 19 year olds. The College currently has around 1915 full time students. The College serves Rother (Bexhill, Battle, Robertsbridge, Rye), Hastings as well as increasing offering places to students from other areas including Eastbourne and Hailsham.

The College also offers a focused 19 plus offer which includes recreational courses. This work is complementary to our core business and enhances what we offer the local community.

The pace of change in education is high. In recent years Bexhill College has continued to face a profound period of change. The College has been in its current building for 10 years and over that period has seen significant growth from 1000 full time students in 2004 to over 1900 in 2014/15. This has also been a period of local institutional and organisational change which has seen changes in the local provision of post 16 education. In addition, Government policies over the past 5 years have brought significant challenge in terms of dealing with financial cuts and opening up the opportunities for more providers to enter the post 16 arena. The reduction of post 18 funding has focused many post 16 providers who previously offered significant adult and business work to look to 16-18 market as a more secure funding area.

This policy direction has brought volatility in the local post 16 market and a need for a clear focus on the Colleges strategic direction to be able to position ourselves effectively within this environment. Enrolments in September 2014 were above target for a third consecutive year. Applications for 2015 are very strong and will hopefully transfer into enrolments above target for September. Whilst this is positive and an indication of potential longevity, we remain in a period of significant change and will need to ensure we maintain and improve our performance to maintain this in the future.

This is coupled with a new Conservative Government who are likely to continue with the changes they started within the coalition. Therefore we are expecting the significant changes to post 16 curriculum to continue at pace over the next three years. In addition, funding is likely to continue to be tough. Following three years of real funding cuts coupled with increased costs, alongside increases in employer contributions to national Insurance and pension contribution, the financial climate is challenging. All of these will have a major impact on the college over the next two to three academic years. In addition, the Government's commitment to the Academy programme will see more schools changing their status locally and with it the potential to offer post 16 education in the future.

Bexhill College has a strong history of academic achievement and responsiveness to learner needs. In 2014 the college succeeded in delivering an A Level pass rate that equalled or exceeded the National Average for the 21st consecutive year. Our financial position has been carefully managed and our role in the community is continuing to develop. We approach the challenges of change positively and with the potential to adapt.

Planning over the period combines a need for a very clear sense of direction and leadership with a need to remain responsive and flexible. The college needs to continue to meet its financial and student numbers targets. We are expecting an Ofsted inspection within the planning period with our previous inspection taking place November 2010. The College was graded as 'Good' at this point and identified a trend of ongoing improvement – we need to maintain and improve on this grading. The new inspection process which commences in September 2015 will also bring changes for the College.

Section 1 continued...

## Section 1: Introduction continued...

Success rates remain consistently close to or above the national rates and academic performance is less variable across the college. Value Added in 2014 was 'satisfactory' for A2', very good for AS and 'outstanding' for BTECs. This level of performance needs to be maintained and improved, particularly in A2 performance if we are to remain competitive in an ever challenging environment where all providers will be pursuing the same students.

This document reviews the College's Strategic Objectives and applies them to the current situation. We describe it as 'Achieving Outstanding' to remind staff that although we were graded as 'Good' with outstanding features in 2010, the environment has changed and we still have work to do. Continually improving the quality of student experience along with maximising student progress and achievement is the major driver for the college.

The planning period is likely to be a challenging one which brings further change post 16. In addition, curriculum change at pre and post 16 will impact on the College offer.

The College Vision was reviewed in June 2008. This review set the vision of 'Outstanding College, Outstanding Opportunities'. This sharpening of focus reflects current national priority of achieving excellence within colleges. It also reflects what the college sees as its key role in providing high quality post-16 opportunities within partnership arrangements across Rother and Hastings.

The Mission and Strategic objectives have been reviewed in 2015 to better reflect the current environment and challenges we face. The College Values which underpin our work have been revisited in 2014.

This Plan aims to draw together strategic thinking at the College. It identifies where the College is going and how it is going to get there. It builds on longstanding objectives as well as our future strategic direction. It also draws on outcomes from self-assessment as well as an analysis of potential change within the sector. It also analyses our current competitive position. This plan will also be used to identify key strategies for the College and to inform the Quality Improvement Plan and other plans to ensure all levels of planning are coherently linked together.

“ Success rates remain consistently close to or above the national rates and academic performance is less variable across the college. ”

# Our Vision

## ‘Outstanding College, Outstanding Opportunities’

### MISSION STATEMENT

Bexhill College provides outstanding educational opportunities for the young people and the wider community of Rother, Hastings and beyond.

#### Strategic Objectives

1. To deliver, in partnership, an engaging, exciting, relevant and responsive curriculum offer, which contributes to the educational wellbeing of the community
2. To achieve outstanding results that place the College in the top 25% nationally
3. To provide enriching opportunities which develop students' broader skills and increase their enjoyment, achievement and future participation in society
4. To provide high quality personalised support which enhances learning through outstanding teaching
5. To deliver outstanding learning, teaching and assessment through a well-trained, effective staff and high quality resources supported by excellent leadership and management at all levels
6. To promote and celebrate diversity respecting and valuing the individual ensuring all groups are equally successful
7. To continue to promote a safe and inspirational learning environment
8. To maintain the College's strong financial base as 'outstanding' to support the delivery of the College's objectives.

#### Values

The College has identified the following six values to underpin our work.

- ★ **Excellence:**  
Pursuing excellence in everything we do
- ★ **Can do attitude:**  
Looking for solutions in every challenge
- ★ **Courage:**  
Taking the right decisions in each situation
- ★ **Respect:**  
Always acting with integrity and treating others with dignity
- ★ **Team working:**  
Achieving success through working with others
- ★ **Achievement driven:**  
Having the energy and enthusiasm to achieve outstanding results

## Section 3:

# Strategic Objectives

## Achieving the vision through each strategic objective

**S.O.1: To deliver, in partnership, an engaging, exciting, relevant and responsive curriculum offer, which contributes to the educational wellbeing of the community**

### **We will achieve this aim, over the next three years by**

- Developing the full time College Curriculum in response to curriculum reform and local and national priorities, with the aim of ensuring appropriate courses with clear learning pathways and successful outcomes for all students
- Ensuring Study Programmes maximise students opportunities to achieve appropriate accreditation in English and maths where needed and access to high quality work experience where appropriate.
- Continually reviewing current curriculum offer including response to changes to the vocational curriculum and continue to use the curriculum to extend areas of specialism through the academy lines.
- Ensuring the South East Local Enterprise Board (SELEP) priorities of Creative Industries, Life Sciences, Coastal Communities, Tourism and Social Enterprise are incorporated through the curriculum design
- Responding to Government initiatives including the expansion of our apprenticeship provision within our areas of strength
- Offering a focused adult education offer including a recreational provision
- Continuing to strategically review the funded adult education work in the light of Government priorities
- Explore the development of a partnership with an HE provider for the delivery of HE courses
- Raise the College profile in the local community include strengthening relationships with local schools and stakeholders to ensure the offer meets local need

**S.O.2: To achieve outstanding results which places the College in the top 25% nationally:**

### **We will achieve this aim, over the next three years by**

- Achieving value added of grade 4 or above for A level and BTEC courses
- Achieving success rates which are above the national rates for all provision
- Delivering outstanding learning, teaching and assessment for learning including demonstrating progress in lessons
- Ensuring high expectations and consistency permeates all aspects of our work including attendance, punctuality and enforcing deadlines.
- Focusing on learning and teaching strategies to improve student outcomes through staff development and training and sharing of good practice.
- Improving the use of Independent Learning and Assessment for Learning as a tool for driving up achievement.
- Improve the clarity of target setting at all levels to drive achievement and aspiration
- Continue to improve the accessibility and drive the use of data by staff to improve monitoring of students attendance and performance.
- Maintaining and developing digital technology to support learning and teaching

Section 3 continued...

## Section 3: Strategic objectives continued...

**SO.3: To provide enriching opportunities which develop students' broader skills and increase their enjoyment, achievement and future participation in society.**

**We will achieve this aim, over the next three years by**

- Providing high quality enrichment opportunities and extension activities within all teaching and learning programmes
- Providing opportunities for learners to develop transferable skills for future study, employment and life through our offer
- Developing citizenship awareness including the promotion of democracy, individual liberty, the rule of law and global issues.

**S.O.4: To provide a high quality personalised support that enhances learning through outstanding teaching**

**We will achieve this aim, over the next three years by**

- Providing relevant, responsive and high quality student services which support learners to complete and achieve their programmes of study successfully
- Providing effective support outside of lessons either through one to one or group support with individual staff or the study centre
- Promoting aspiration and ambition for all students through a focus on improving value added, high levels of achievement and positive progression and the development of independent learning and employability skills
- Effectively using initial assessment to identify learning needs and ensuring these are met
- Providing learners with relevant impartial advice and guidance to support them in planning for progression including internal progression, progression to further or higher education or employment

**SO.5: To deliver outstanding learning, teaching and assessment through a well-trained, effective staff and high quality resources supported by excellent leadership and management at all levels**

**We will achieve this aim, over the next three years by**

- Creating a professional learning community in which staff continue to improve through training, coaching and mentoring.
- Supporting all staff to develop their practice and professional skills to ensure they become outstanding teachers and support staff
- Ensuring that performance management and quality processes identify high performance where good practice can be shared as well as areas of underperformance, their causes and activities for rapid improvement.
- Providing effective resources to support learning and teaching within the funding available
- Reviewing and developing our approaches to staff involvement including improving internal communications
- Developing effective leaders and managers at all levels of the organisation who accept accountability, drive improvement, challenge under performance, celebrate achievement and ensure the success of the organisation
- A well informed leadership who take a proactive approach to dealing with external changes including government policies

Section 3 continued...

## Section 3: Strategic objectives continued...

### S.O.6: To promote and celebrate diversity respecting and valuing the individual:

#### **We will achieve this aim, over the next three years by**

- Ensuring Equality and Diversity underpins all aspects of the Colleges work
- Continuing the development and implementation of the tutorial programme incorporating promotion and celebration of diversity throughout the year, highlighting mutual respect and tolerance of others.
- Effective analysis of data in relation to performance of different groups and ensuring action is taken as needed to enable all groups reach national rates

### S.O.7: To continue to promote a safe and inspirational learning environment

#### **We will achieve this aim, over the next three years by**

- Maintaining and updating the College environment to ensure it promotes and inspires learning, being mindful of the Colleges carbon footprint
- Effectively planning for the optimal development of the Colleges buildings across all sites within the funding available in order to meet the needs of the curriculum
- Ensuring safeguarding remains a priority and ensuring all legislative requirements are met

### S.O.8: To maintain the Colleges strong financial base as 'outstanding' to support the delivery of the Colleges objectives

#### **We will achieve this aim, over the next three years by**

- Operating sound financial policies, seeking further financial efficiencies and maximise our net income from College resources in order to support the Colleges vision
- Ensuring we meet and exceed recruitment targets, including increasing our proportion of the 16-18 cohort, through innovative and effective marketing which attracts students
- Continuing to meet our financial targets
- Continue to develop our international offer as an additional net income stream, working with partners in the UK and abroad

## Section 4:

# Outcomes & Measurement

These objectives cross reference to the Quality Improvement Plan of the SAR and identify the actions that will be taken to achieve them.

Strategic Objective 1: To deliver, in partnership, an engaging, exciting, relevant and responsive curriculum offer, which contributes to the educational wellbeing of the local community			
Expected Outcomes	Measured through	Corp. monitor	Strategy / Procedure
<ul style="list-style-type: none"> <li>Engagement in productive partnerships locally and regionally</li> <li>Development of a curriculum which responds to local demands, reflects SELEP priorities and meets our mission</li> <li>Focused development of Apprenticeship provision to support local businesses in selected areas of strength</li> <li>Development, in partnership with CCCU HE provision which meets the needs of the local community workforce</li> <li>All students make progress in Maths and English</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment targets</li> <li>Income targets</li> <li>Attendance rates</li> <li>Course offer</li> </ul>	SP&Q	<ul style="list-style-type: none"> <li>Partnership strategy</li> <li>Quality Procedures</li> <li>Curriculum strategy</li> <li>Marketing Strategy</li> </ul>

Strategic Objective 2: To achieve outstanding results which places the College in the top 25% nationally			
Expected Outcomes	Measured through	Corp. monitor	Strategy / Procedure
<ul style="list-style-type: none"> <li>Success rates that equal or exceed the national rates</li> <li>Value added at grade 4 or above</li> <li>Consistent provision across all areas of the college</li> <li>Effective use of data to monitor performance and drive up standards</li> <li>Establishment of a culture which wants to achieve challenging goals and sees change as an positive opportunity</li> <li>Effective integration of the use of technologies in all aspects of the Colleges work to enhance teaching and learning and student support</li> </ul>	<ul style="list-style-type: none"> <li>Success rates</li> <li>Retention rates</li> <li>Achievement rates</li> <li>Value added/L3VA</li> <li>Progress measures</li> </ul>	SP&Q	<ul style="list-style-type: none"> <li>T &amp; L Policy</li> <li>Retention Strategy</li> <li>HR Strategy</li> </ul>

Section 4 continued...



## Section 4: Outcomes and measurement continued...

**Strategic Objective 3: To provide enriching opportunities which develop learners broader skills and increase their enjoyment, achievement, future participation and contribution to society.**

Expected Outcomes	Measured through	Corp. monitor	Strategy / Procedure
<ul style="list-style-type: none"> <li>Provision which incorporates personal, social and employability skills (PSES)</li> <li>A varied and exciting enrichment programme both inside and outside of the classroom</li> <li>A well organised work experience programme which is accessible to all students</li> <li>A high quality extension programme in sport, performing arts and science</li> <li>High quality Independent Advice and Guidance which meets learner needs</li> </ul>	<ul style="list-style-type: none"> <li>Learner voice</li> <li>Learner destinations</li> <li>Schemes of work</li> <li>College calendar</li> <li>Student attendance at residential courses</li> </ul>	SP&Q	<ul style="list-style-type: none"> <li>Enrichment policy</li> <li>Student Support procedures</li> <li>Safeguarding procedures</li> </ul>

**Strategic Objective 4: To provide a high quality personalised support that enhances learning through outstanding teaching**

Expected Outcomes	Measured through	Corp. monitor	Strategy / Procedure
<ul style="list-style-type: none"> <li>Consistent delivery of an effective tutorial programme</li> <li>Consistent monitoring of performance with systematic support to maximise achievement</li> <li>Implementation of a fitness to learn strategy to support students at risk of under achievement</li> <li>Learning support (study centre, TAs) which effectively compliments learning and impacts on driving up performance</li> <li>High quality 1 to 1 support programme</li> </ul>	<ul style="list-style-type: none"> <li>Retention rates</li> <li>Success rates</li> <li>Achievement rates</li> <li>Progress</li> <li>Value added/L3VA</li> </ul>	SP&Q	<ul style="list-style-type: none"> <li>Learner Support Procedures</li> <li>Learner Involvement Strategy</li> <li>E &amp; D Policies</li> <li>Comm Strategy</li> </ul>

**Strategic Objective 5: To deliver outstanding learning, teaching and assessment through a well trained, effective staff and high quality resources supported by excellent leadership and management at all levels**

Expected Outcomes	Measured through	Corp. monitor	Strategy / Procedure
<ul style="list-style-type: none"> <li>Delivery of targeted professional development opportunities which inspires staff, reinforces the strategic direction and supports the vision</li> <li>A PDC which supports staff development across all area of the College</li> <li>Recruitment of a dynamic, flexible, high performing workforce which has the capacity to take the college forward</li> <li>Effective communications with all stakeholders – internal and external</li> <li>A Quality Improvement Plan which drives movement towards achieving the vision</li> <li>Staff are actively involved in appropriate decision making according to role</li> </ul>	<ul style="list-style-type: none"> <li>Staff development records</li> <li>Sickness records</li> <li>Staff turnover</li> <li>Appraisal records</li> <li>Staff questionnaire</li> <li>New staff focus group</li> </ul>	Personnel	<ul style="list-style-type: none"> <li>Professional HR strategy</li> <li>ILT strategy</li> </ul>

Section 4 continued...

## Section 4: Outcomes and measurement continued...

**Strategic Objective 6: To promote and celebrate diversity and in so doing respect and value the individual ensuring all groupings are equally successful.**

Expected Outcomes	Measured through	Corp. monitor	Strategy / Procedure
<ul style="list-style-type: none"> <li>• Embedding and promotion of an inclusive, positive environment in which each young person can succeed</li> <li>• All student groupings achieve national rates</li> <li>• An effective learner voice strategy which enables changes to be taken where appropriate</li> <li>• Elimination of any performance gaps between different groups</li> <li>• Establishment of international recruitment which supports cultural diversity</li> </ul>	<ul style="list-style-type: none"> <li>• Outcomes of different groupings</li> <li>• Learner Voice</li> </ul>	SP&Q Personnel	<ul style="list-style-type: none"> <li>• E &amp; D policies and procedures</li> </ul>

**Strategic Objective 7: To continually promote a safe and inspirational learning environment**

Expected Outcomes	Measured through	Corp. monitor	Strategy / Procedure
<ul style="list-style-type: none"> <li>• A responsive safe learning environment with embedded safeguarding procedures in which all stakeholders feel secure. This includes off site activities, work experience placements and IT safety.</li> <li>• High quality, attractive buildings that develop to support a changing curriculum</li> <li>• Well informed staff who respond appropriate to safeguarding requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Site efficiencies</li> <li>• IT/student/staff ratios</li> <li>• Learner voice</li> <li>• Progress against the accommodation strategy</li> </ul>	Personnel Finance and Property	<ul style="list-style-type: none"> <li>• Accommodation strategy</li> <li>• Safeguarding procedures</li> </ul>

**Strategic Objective 8: To maintain the colleges strong financial base as 'outstanding' to support the delivery of the Colleges objectives**

Expected Outcomes	Measured through	Corp. monitor	Strategy / Procedure
<ul style="list-style-type: none"> <li>• Operation of a budget which delivers a minimum of a 2% operating surplus.</li> <li>• Maintenance of 'outstanding' for financial metrics.</li> </ul>	<ul style="list-style-type: none"> <li>• Financial out turn</li> <li>• Financial targets</li> <li>• Financial health ratings</li> <li>• External audit</li> </ul>	Finance & Property	<ul style="list-style-type: none"> <li>• Financial Plan</li> </ul>

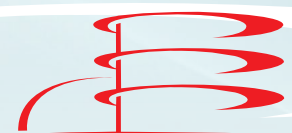
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