

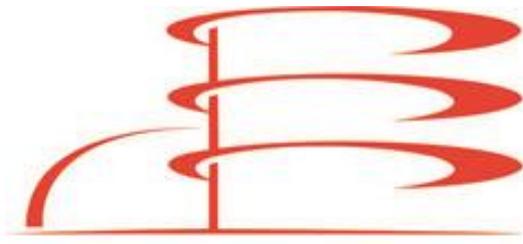
Bexhill 6th Form College

**INSPIRING LEARNING
ACHIEVING POTENTIAL**

STRATEGIC PLAN

SEPTEMBER 2021 - AUGUST 2024

(updated 22/6/2021)



Bexhill 6th Form College

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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 2050 full time students. The College recruits students from Rother (Bexhill, Battle, Robertsbridge, Rye), Hastings and Eastbourne. We also provide a post 16 education option to students from further afield locally as well as welcoming an increasing number of international students.

The College also offers a focused 19 plus offer which includes Higher National Diplomas, a teacher training qualification as well as recreational courses. This work is complementary to our core business and enhances our offer to the local community.

The pace of change in education is high. In recent years Bexhill College has continued to develop and adapt in order to meet the challenges and opportunities we have been presented with. This has included extending the curriculum, looking for opportunities to increase income to maintain strong finances and developing partnerships and collaborative working with other partners.

Government policy has driven significant change in recent years and a need for a clear focus on the Colleges strategic direction to be able respond to and position ourselves effectively within this changing environment. In addition, the Covid-19 pandemic has impacted in an unprecedented way on delivery since March 2020 and this has brought both challenges and benefits which will continue to shape the future. The College was quick to respond to this new way of working which is indicative of the high-quality provision we provide. Enrolments in September 2020 were above target and in the three years since the last strategic plan, numbers have grown overall. Applications for 2021 are 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.

Given the current Government Policies, we are expecting changes to continue at pace over the next three years. In addition, funding is likely to continue to be tough. Despite a small increase in funding in 2020 after several years of static funding, the impact of increased costs, alongside increases in employer contributions to National Insurance and pension contribution amounts to a real terms funding cut and without adequate funding, the financial climate remains challenging. All of these will have a major impact on the College over the next two to three academic years. Despite recent recognition of the funding crisis for post 16 education, the impact of Covid-19 on the economy has meant that it is unlikely that any funding increase will take place before the academic year 22/23.

Bexhill College has a strong history of academic achievement and responsiveness to learner needs. In 2020 the College succeeded in delivering an A Level pass rate that equalled or exceeded the National Average for the 27th consecutive year. Our financial position has been carefully managed and our role in community along with a focus on generating additional income continues to develop. We approach the challenges of change positively and with the potential to adapt.

Planning over the period of this plan combines a need for a very clear sense of direction and leadership whilst continuing to remain responsive and flexible. The College needs to continue to meet its targets, both financial and student numbers. An Ofsted inspection may happen towards the end of the planning period; our most recent inspection took place November 2019. This was a short inspection and the previous grade of 'Good' was confirmed along with confirmation of a trend of ongoing improvement since the last inspection.

Success rates remain consistently close to or above the national rates and academic performance is generally consistent across the college. Value Added in 2019, the last year of usual assessment pre-pandemic, was grade 3 or very good for all curriculum types (A, AS and vocational level 3). This level of performance needs to be maintained and improved, particularly 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 'Inspiring Learning, Achieving Potential' to remind staff that although we were graded as 'Good' with outstanding features in 2019, the focus has changed from a focus on outcomes to the student experience and opportunities provided for them to achieve their aspirations and goals. Continually improving the quality of student

experience, providing opportunities for students to develop the skills needed for progression into higher education or employment whilst still 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. The impact of the Covid-19 pandemic on education policy, finances assessment of student needs is likely to influence delivery for several years. In addition, the implementation of T levels along with proposed future change to applied vocational education post-16 will impact on the College offer.

The College Vision remains 'Outstanding College, Outstanding Opportunities'. This focus reflects the College's ambition to provide a high quality, outstanding post 16 experience for our students as well as reflecting the national drive of achieving excellence within colleges.

The Mission reflects the changing environment in which we operate. The Strategic Objectives have been reviewed in 2021 to better reflect the current environment and challenges we face.

This plan aims to draw together strategic thinking at the College. The plan identifies where the College is going and how it is going to get there. It builds on the objectives in our previous strategic plan as well as considering our current position in the local post 16 arena along with potential local and national change in the sector which may impact on future strategic direction. This plan will also be used to identify key strategies for the College moving forward and also be used to inform the Quality Improvement Plan to ensure all levels of planning are coherently linked together.

SECTION 2

VISION :

‘Outstanding College, Outstanding Opportunities’

MISSION STATEMENT

Providing transformational educational opportunities which inspire all our students to achieve their potential

STRATEGIC OBJECTIVES

1. **Inspiring Learning:** To provide transformational learning opportunities through a responsive curriculum, where inspirational teaching and enriching opportunities raises students' aspirations, and maximises their positive participation in society.
2. **Community Cohesion:** To perpetuate an inclusive College community which promotes and celebrates diversity, that respects and values the individual and provides an environment in which all members can flourish and reach their potential
3. **Purposeful Partnerships:** To work in collaboration using the synergy of positive relationships to achieve excellence, both within the College, the wider community and with our external partners.
4. **Financial Resilience:** To maintain a strong financial position to continue to support and enhance the delivery of the curriculum, sustain a vibrant and safe learning environment and invest to support innovation and growth.

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 thorough working with others
- Achievement driven: Having the energy and enthusiasm to achieve outstanding results

Achieving the vision through each strategic objective

S.O.1: Inspiring Learning: To provide transformational learning opportunities through a responsive curriculum, where inspirational teaching and enriching opportunities raises students' aspirations, and maximises their positive participation in society.

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

- Developing pedagogy, including digital pedagogy, to ensure the delivery of outstanding learning, teaching and assessment which ensures all students develop the knowledge, skills and behaviours to be successful on their courses;
- Reviewing and adapting the curriculum offer in response to local and national skills priorities, curriculum reform and initiatives to provide students with a provision which has clear learning pathways to support progression to further and higher education, as well as employment;
- Developing students into Independent Learners by embedding the use of different learning strategies such as 'flipped learning' and directed study, and using this to drive up achievement;
- Ensuring students are enrolled on an appropriate Study Programmes which meet their learning needs and aspirations, thereby maximising their opportunities to achieve their chosen qualifications and fulfil their potential;
- Providing high quality enrichment opportunities and extension activities within all study programmes;
- Extending the breadth of the Higher Education, key qualification, and recreational courses to provide a focused adult education which matches the demand of our local community;
- Developing a motivating target setting process for all students which drives student aspiration and maximises student progress;
- Increasing the accessibility of data for staff to use to effectively monitor and improve student attendance and achievement, ensuring that gaps in performance can be identified and addressed promptly;
- Ensuring students have the appropriate skills to thrive in society through work related learning, work experience and the development of digital literacy, 'softer' employability skills and an understanding of environmental and sustainability issues;
- Providing students with relevant impartial careers advice and guidance to support them in planning for progression including internal progression, progression to further or higher education or employment;

S.O. 2: Community Cohesion: To perpetuate an inclusive College community which promotes and celebrates diversity, that respects and values the individual and provides an environment in which all members can flourish and reach their potential

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

- Working collegiately to promoting high expectations, 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 such as attendance, punctuality, team working and the ability to meet deadlines;
- Ensuring Equality, Diversity and Inclusion is embedded within all aspects of the College's work; ensuring all groupings have the opportunity to reach their potential, being proactive where needed to promote this;

- Working together to provide relevant, responsive and high-quality student support outside of lessons either through one to one or group support with individual staff or through the Study Centre which reinforces the focus on students completing and achieving their programmes of study successfully;
- Creating a professional learning community in which staff continue to improve and supports them to develop their practice and professional skills to ensure they continue to deliver as 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 and sustained improvement;
- Ensuring the leadership and management teams are well briefed and skilled to take a proactive approach to dealing with external changes including government policies;
- Promoting citizenship awareness including celebrating diversity, highlighting mutual respect and tolerance of others, raising awareness of democracy, individual liberty, the rule of law and global issues through the work we do;
- Promoting the wellbeing of students and staff through a range of mediums such as physical, mental wellbeing and creative and performing arts activities, recognising the importance of wellbeing for everyone in the organisation;
- Invest in, support and develop a confident, positive, diverse and energetic workforce who are highly skilled experts in their field and feel empowered to achieve success in their roles.

SO 3: Purposeful Partnerships: To work in collaboration using the synergy of positive relationships to achieve excellence, both within the College, the wider community and with our external partners.

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

- Working closely with other educational establishments, such as universities and college consortiums, to provide opportunities for the College and our students
- Actively engaging with local schools to raise the profile of the College, support their careers education and promote the opportunities for progression onto post 16 education
- Maintain and further develop links with employers and the local community to enable students to have purposeful opportunities to develop skills which will equip them for future progression
- Working collaboratively to enable and empower staff to deliver to the highest possible standards, harnessing the benefits of teamwork to implement effective, efficient and innovative ways of working
- Providing opportunities to engage students in the life of the College, encouraging them to provide feedback and contribute to shaping the student experience;
- Working together internally to develop effective, tenacious 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 College and its students;
- Working with our international partners to continue to recruit international students to extend the cultural diversity within the College and raise student awareness and understanding of different cultures and languages;

- Working with partners in the UK and abroad, to continue to develop our international offer, ensuring it is current, inclusive and meets the need of the international market
- Ensuring local and national priorities such as Covid recovery and the South East Local Enterprise (SELEP) priorities of Creative Industries, Life Sciences, Coastal Communities, Tourism and Social Enterprise are incorporated through the curriculum design;
- Raising the College profile in our local community include strengthening relationships with stakeholders to ensure the offer meets local need.
- Ensuring the College looks outwards, using our partnerships, networks, links and other opportunities to contribute to and influence key issues in the sector, ensuring the voice of the College is heard

SO 4: Financial Resilience: To maintain a strong financial position to continue to support and enhance the delivery of the curriculum, sustain a vibrant and safe learning environment and invest to support innovation and growth.

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, meet our financial targets and remain an independent Sixth Form College;
- 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 develop sources of income other than Education and Skills Funding Agency including Higher Education developments and non-curriculum income sources;
- Maintaining strong financial controls which deliver timely accurate financial information to the Senior Leadership Team and the Corporation to enable them to make effective financial decisions which secures the College remains a 'going concern';
- Investing in innovation which enables us to prepare for the future and be ready to take action in the event of any future opportunities or challenges;
- Maintaining and updating the College environment to ensure it promotes and inspires learning whilst being mindful of the need to reduce our carbon footprint;
- Developing a culture of environmental awareness and responsible sustainability which underpins the maintenance and development of the physical environment in which we work;
- Effectively planning for the optimal development of the Colleges buildings across all sites taking advantage of all sources of funding available in order to meet the needs of the curriculum;
- Ensuring safeguarding remains a priority and ensuring all legislative requirements are met;
- Providing effective resources, including digital technology, to support learning and teaching within the funding available;

OUTCOMES, MEASUREMENT & MONITORING

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	Expected Outcomes	Measured through	Corp. monitor	Strategy/ Procedure
<p>Inspiring Learning:</p> <p>To provide transformational learning opportunities through a responsive curriculum, where inspirational teaching and enriching opportunities raises students' aspirations, and maximises their positive participation in society.</p>	<ul style="list-style-type: none"> • Providing a dynamic curriculum which is aligned to local and national skills priority • Development of a HE provision which meets the needs of the local community workforce • Provision which incorporates personal, social and employability skills both within academic delivery and tutorial provision • A varied and exciting enrichment and extension programme both inside and outside of the curriculum • A well organised work experience programme which is accessible to all students • Achievement rates that equal or exceed the national rates for all groupings • Performance which places the College in the top 25% nationally • Consistent quality of provision across all areas of the college achieving value added of grade 4 or above • Effective use of data to monitor performance and drive up standards • A dynamic, flexible, high performing workforce which has the capacity to take the college forward • Positive destinations for all students – • Digital skills enhance curriculum delivery and student employability 	<p>Curriculum offer</p> <p>Attendance rates</p> <p>Destinations data</p> <p>Achievement rates</p> <p>Retention rates</p> <p>Pass rates</p> <p>Value added/L3VA</p> <p>Quality processes</p>	<p>SP&Q Personnel</p>	<p>Partnership strategy</p> <p>Quality Procedures Curriculum strategy</p> <p>T & L Policies</p> <p>Retention Strategy</p> <p>Student Support procedures</p>
<p>Community Cohesion:</p> <p>To perpetuate an inclusive College community which promotes and celebrates diversity, that respects and values the individual and provides an environment in which all members can flourish and reach their potential</p>	<ul style="list-style-type: none"> • Embedding and promotion of an inclusive, positive environment in which everyone can succeed • All student groupings achieve national rates eliminating any gaps • An effective learner voice strategy which enables changes to be taken where appropriate • Implementation of a fitness to study strategy to support students at risk of under achievement • Learning support (study centre, TAs) which effectively compliments learning and impacts on driving up performance 	<p>Outcomes of different groupings –</p> <p>Learner Voice</p> <p>VA data</p> <p>Sickness records</p>	<p>SP & Q Personnel</p>	<p>E, D and I policies and procedures</p> <p>Student Support procedures</p> <p>Learner Involvement Strategy</p>

<p>Purposeful Partnerships: To work in collaboration using the synergy of positive relationships to achieve excellence, both within the College, the wider community and with our external partners.</p>	<ul style="list-style-type: none"> Continuing with international recruitment which supports cultural diversity Delivery of targeted professional development opportunities which inspires staff, reinforces the strategic direction and supports the vision Engagement in productive partnerships locally and regionally which benefits the College and the students Engagement in developments with partners which provide opportunities for collaboration whilst maintaining independence, 	<p>Staff development records</p> <p>Continued and increased applications – international and UK</p> <p>Partnerships deliver expected outcomes – soft or hard</p>		<p>Professional Development Policies</p>
<p>Financial Resilience: To maintain a strong financial position to continue to support and enhance the delivery of the curriculum, sustain a vibrant and safe learning environment and invest to support innovation and growth.</p>	<ul style="list-style-type: none"> Maintenance of ‘outstanding’ for financial metrics. Effective budgeting which delivers an agreed operating surplus. Investing in high quality, attractive buildings that support a changing curriculum and attract students Forward looking use of technologies in all aspects of the College’s work to enhance teaching and learning and student support Safe environments across all our premises with embedded safeguarding procedures in which all stakeholders feel secure Non-core income streams make a positive contribution to College finances Unqualified audit 	<p>Achieving Financial targets</p> <p>Financial health ratings</p> <p>Progress against the accommodation strategy</p> <p>Income levels from non-core areas</p> <p>Recruitment targets</p> <p>Audit report</p>	<p>Personnel Finance and Property Audit</p>	<p>Accommodation strategy</p> <p>Safeguarding procedures</p> <p>Financial Plan</p>

