

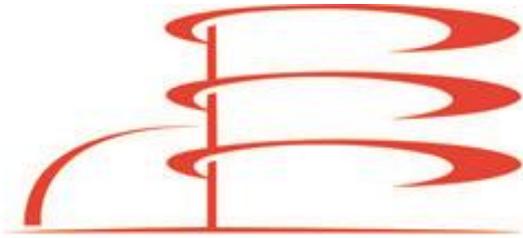
Bexhill 6th Form College

REACHING OUTSTANDING

STRATEGIC PLAN

SEPTEMBER 2018 - AUGUST 2021

UPDATED:



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 1970 full time students. The College serves Rother (Bexhill, Battle, Robertsbridge, Rye) and Hastings as well as providing a post 16 education option to students from further afield including Eastbourne and Hailsham. The College has an increasing number of international students studying the 16-19 curriculum.

The College 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 14 years and over that period has seen significant growth from 1000 full time students in 2004 to over 1960 in 2017/18. This has 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 five years have brought significant challenge in terms of dealing with financial cuts and the potential for 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 the 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 2017 were above target and in the three years since the last strategic plan, numbers have either grown or remained static. Applications for 2018 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. Following six 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. Despite recent recognition of the funding crisis for post 16 education, it is unlikely that any funding increase will take place before the academic year 20/21.

Bexhill College has a strong history of academic achievement and responsiveness to learner needs. In 2017 the college succeeded in delivering an A Level pass rate that equalled or exceeded the National Average for the 24th 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 with a need to remain responsive and flexible. The college needs to continue to meet its targets, both financial and student numbers. We are expecting an Ofsted inspection within the planning period; our previous inspection took place October 2015. 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. We need to improve on this grading.

Success rates remain consistently close to or above the national rates and academic performance is less variable across the college. Value Added in 2017 was grade 4 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 'Achieving Outstanding' to remind staff that although we were graded as 'Good' with outstanding features in 2015, 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, recent curriculum change at pre and post 16, along with proposed future change to 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 an 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 2018 to better reflect the current environment and challenges we face.

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 draws on outcomes from self-assessment as well as an analysis of potential change within the sector. It 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 to ensure all levels of planning are coherently linked together.

SECTION 2

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 a responsive curriculum, which provides enriching opportunities that develop students’ broader skills and increases their enjoyment, achievement and positive participation in society
2. To deliver outstanding learning, teaching and assessment that places the College in the top 25% nationally facilitated by a well-trained, effective staff, supported by excellent leadership and management at all levels
3. To promote and celebrate diversity, that respects and values the individual and ensures all groups are equally successful
4. To continue to promote a safe and inspirational learning environment providing personalise support and high quality resources
5. 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 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: To deliver a responsive curriculum, which provides enriching opportunities that develop students' broader skills and increases their enjoyment, achievement and positive participation in society

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 and initiatives, 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;
- Providing high quality enrichment opportunities and extension activities within all teaching and learning programmes;
- Providing opportunities for students to develop skills for future study, employment and life through our offer;
- Continually reviewing current curriculum offer including response to changes to the vocational curriculum and continue to use the curriculum to extend areas of specialism specifically in STEM subject areas and 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;
- Offering a focused adult education offer including a recreational provision;
- Extending the delivery of HE courses;
- Raising 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 deliver outstanding learning, teaching and assessment that places the College in the top 25% nationally facilitated by a well-trained, effective staff, supported by excellent leadership and management at all levels

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

- Continually focus on improving value added beyond the current grade 4 for A level and vocational level 3 courses;
- Maintaining achievement 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 including 'flipped learning' and Assessment for Learning as a tool for driving up achievement;
- Improving the clarity of target setting at all levels to drive achievement and aspiration;
- Continuing to improve the accessibility and drive the use of data by staff to improve monitoring of students attendance and performance;
- 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;
- Creating a professional learning community in which staff continue to improve and supports all staff to develop their practice and professional skills to ensure they become outstanding teachers and support staff;
- Continuing to deliver the Diploma in Education and Training programme (DET) as a way to 'develop our own' high quality 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;
- 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;
- Ensuring the leadership and management teams are well briefed and take a proactive approach to dealing with external changes including government policies.

SO 3: To promote and celebrate diversity, that respects and values the individual and ensures all groups are equally successful

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

- 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;
- 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;
- 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;
- Continuing to recruit international students to extend the cultural diversity within the College and raise student awareness and understanding of different cultures and languages;

- Effectively using initial assessment strategies to identify learning needs and ensuring these are met;
- Ensuring Equality and Diversity is embedded within all aspects of the Colleges work;
- 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;
- Developing citizenship awareness including the promotion of democracy, individual liberty, the rule of law and global issues.

SO4: To continue to promote a safe and inspirational learning environment providing personalised support and high quality resources

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;
- Maintaining and developing digital technology to support learning and teaching;
- Ensuring safeguarding remains a priority and ensuring all legislative requirements are met;
- Providing effective resources to support learning and teaching within the funding available.

SO5: 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;
- Continuing to develop our international offer as an additional net income stream, working with partners in the UK and abroad;
- Continuing to develop other sources of income other than ESFA including HE developments and non-curriculum income sources;
- Ensuring the financial health rating of the College remains 'outstanding';
- Continuing to explore opportunities to ensure the ongoing viability of the College as an independent Sixth Form College.

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
To deliver a responsive curriculum, which provides enriching opportunities that develop students' broader skills and increases their enjoyment, achievement and positive participation in society	<ul style="list-style-type: none"> Engagement in productive partnerships locally and regionally Development of a curriculum which responds to local demands, reflects SELEP priorities and meets our mission Development of a HE provision which meets the needs of the local community workforce Provision which incorporates personal, social and employability skills A varied and exciting enrichment programme both inside and outside of the classroom A well organised work experience programme which is accessible to all students A high quality extension programme in sport, performing arts and STEM 	Recruitment targets Income targets Attendance rates Student destinations	SP&Q	Partnership strategy Quality Procedures Curriculum strategy Marketing Strategy
To deliver outstanding learning, teaching and assessment that places the College in the top 25% nationally facilitated by a well-trained, effective staff, supported by excellent leadership and management at all levels	<ul style="list-style-type: none"> Success rates that equal or exceed the national rates Value added at grade 4 or above Consistent provision across all areas of the college Effective use of data to monitor performance and drive up standards Establishment of a culture which wants to achieve challenging goals and sees change as a positive opportunity Consistent delivery of an effective tutorial programme Consistent monitoring of performance with systematic support to maximise achievement High quality 1 to 1 support programme Delivery of targeted professional development opportunities which inspires staff, reinforces the strategic direction and supports the vision Recruitment of a dynamic, flexible, high performing workforce which has the capacity to take the college forward 	Achievement rates Retention rates Pass rates Value added/L3VA Progress measures Staff development records Sickness records Improvement notices	SP & Q Personnel	T & L Policy Retention Strategy HR Strategy Student Support procedures Professional Development Policies

<p>To promote and celebrate diversity, that respects and values the individual and ensures all groups are equally successful</p>	<ul style="list-style-type: none"> • Embedding and promotion of an inclusive, positive environment in which each young person can succeed • All student groupings achieve national rates • An effective learner voice strategy which enables changes to be taken where appropriate • Elimination of any performance gaps between different groups • High quality Independent Advice and Guidance which meets learner needs • Implementation of a fitness to learn strategy to support students at risk of under achievement • Learning support (study centre, TAs) which effectively compliments learning and impacts on driving up performance • Continuing with international recruitment which supports cultural diversity 	<p>Outcomes of different groupings – achievement, retention and pass rates</p> <p>Learner Voice</p> <p>Destinations data</p> <p>VA data</p>	<p>SP & Q Personnel</p>	<p>E & D policies and procedures</p> <p>Student Support procedures</p> <p>Learner Involvement Strategy</p>
<p>To continue to promote a safe and inspirational learning environment providing personalise support and high quality resources</p>	<ul style="list-style-type: none"> • A responsive safe learning environment with embedded safeguarding procedures in which all stakeholders feel secure • High quality, attractive buildings that develop to support a changing curriculum • Forward looking use of technologies in all aspects of the College’s work to enhance teaching and learning and student support • Effective security at all premises 	<p>Site efficiencies</p> <p>IT/student/staff ratios</p> <p>Learner voice</p> <p>Progress against the accommodation strategy</p>	<p>Personnel Finance and Property</p>	<p>Accommodation strategy</p> <p>Safeguarding procedures</p>
<p>To maintain the Colleges strong financial base as ‘outstanding’ to support the delivery of the Colleges objectives</p>	<ul style="list-style-type: none"> • Operation of a budget which delivers a minimum of a 2% operating surplus. • Maintenance of ‘outstanding’ for financial metrics. • Non-core income streams make a positive contribution to College finances • Potential for developments for the College, whilst ensuring independence, have been explored. 	<p>Financial out turn</p> <p>Financial targets</p> <p>Income levels from non-core areas</p> <p>Financial health ratings</p> <p>External audit</p>	<p>Finance & Property</p>	<p>Financial Plan</p>

