

CORPORATION OF EAST SURREY COLLEGE
t/a ORBITAL SOUTH COLLEGES
STRATEGIC STATEMENT 2019-2022

Year Three 2021-2022

Our vision is:

To serve our communities as their outstanding provider of further and higher education and training

Our mission is:

To provide inspirational, inclusive and high quality education and training that meets the needs of individuals, employers and our local and wider communities

Our strategic aims are:

- 1 To deliver excellence in teaching, learning and assessment
- 2 To enable students to develop excellent workplace behaviours and skills
- 3 To ensure an inclusive environment in which our students and staff feel safe and thrive
- 4 To develop complementary partnerships that contribute positively to sustainable communities
- 5 To generate strong finances and robust delivery structures that enable future investment and sustainability

Our values are:

Clarity

Responsibility

Innovation

Quality

Openness

Aspiration

Our Public Value Statement:

The East Surrey College Corporation seeks to add value to the social, economic and physical well-being of the communities it serves. It does this through a defined educational character, vision and mission, through strategic aims and overarching values. The wider community is defined as all partners who have an interest in promoting educational advancement of individuals to benefit business, the local economy and the community as a whole.

Strategic Aim 1

To deliver excellence in teaching, learning and assessment

Objectives

- Teaching, learning and assessment is of consistently high quality; students are stretched and challenged to be independent, motivated lifelong learners
- Teachers are empowered to research and deliver innovative, pedagogical best practice
- Our staff recognition scheme recognises their quality and contributions to delivering and supporting learning
- Achievement and value-added rates continue to demonstrate improvement
- Students are empowered to make excellent progress relative to their starting points irrespective of background, gender, ethnicity or individual support needs
- Progress towards an Ofsted inspection grade of Overall Effectiveness of Outstanding continues to be made
- Our high standards and quality of student work are recognised externally

Targets

- All established teachers will self-assess as Enhanced or Expert against the Education and Training Foundation (ETF) professional standards. Probationary teachers will move from Emerging teacher status to higher professional status within an agreed timescale
- All teachers to benefit from continuous training opportunities so that they can achieve stage 3 advanced teacher/trainer professional standards
- All curriculum area self-assessment grades for Quality of Education to be at least Good with an increasing number meeting criteria for Outstanding
- Minimum 95% students, including apprentices agree that teaching on my course is good
- Minimum 85% score for higher education student overall satisfaction
- Well-being, keeping safe and British values to continue to be evidenced well within planned learning
- Achievement rates for classroom-based provision and apprenticeships to meet or exceed national rates
- Impact of the student voice on quality improvement to be in evidence within all curriculum departments
- Achievement gaps continue to reduce demonstrating that all learners are supported to reach their potential
- Students take part in - and are successful in external competitions
- Value-added outcomes for Level 3 BTEC to be at or above the 50th percentile for all subjects with 20% of qualifications in the 75th percentile
- Target-setting and rigorous monitoring to evidence continuing improvements

- English and mathematics pass rates and high grades (GCSE) to demonstrate improvement; English and maths progress measures to continue to be positive against national trends
- Digital literacy skills to be enhanced within all core programmes
- Student feedback to evidence that teachers provide constructive and timely feedback that supports achievement

Strategic Aim 2

To enable students to develop excellent workplace behaviours and skills

Objectives

- All study programmes include valuable, relevant work placements to develop workplace knowledge and behaviours; where social distancing measures prohibit this, students will benefit from well-planned, relevant online opportunities
- Learning programmes support learning of effective workplace behaviours
- Students benefit from employer input into their curriculum and learning
- The curriculum offer is focused on career pathways, student interests, regional and national priorities and/or higher level learning
- Our Job Zones connect employers to a pipeline of new, local staffing recruits
- IAG is of consistently high quality
- Careers Guidance IAG is delivered through a comprehensive Careers Programme, meeting all Gatsby standards

Targets

- Tutorial Scheme of Work to be refreshed focused on employability, well-being and keeping safe
- All students on Study Programmes to participate in meaningful, related work experience/industry placements with some of these taking place remotely
- All students on Study Programmes to benefit from employer encounters in their learning e.g. visiting speakers, trips and visits (where this is permitted), masterclasses, co-teaching
- Acquisition of appropriate workplace behaviours to be embedded in learning
- 90% Attendance and 95% punctuality targets to be achieved for each course
- 95% students to have a positive destination
- 10% increase in progression into apprenticeships from appropriate programmes
- Attendance gap between English and maths and vocational areas to reduce
- Curriculum attendance targets to demonstrate continuous improvement
- Adult provision to be more focused on developing core and career skills
- Curriculum offer to continue to expand to meet skills requirements and career ambitions

Strategic Aim 3

To ensure an inclusive environment in which our students and staff feel safe and thrive

Objectives

- Students say they feel safe in College and know where to go if they need help
- Students have access to excellent pastoral and financial (bursary) support that helps their personal and vocational development
- Students have strategies for keeping themselves safe when away from College, including on-line, they understand risks to their wellbeing and how to avoid them
- Students take part in activities that promote physical well-being and good mental health
- Staff demonstrate excellent understanding of how to keep young people and vulnerable adults safe in education
- Staff say that their well-being is supported
- Our culture is inclusive with British values at the heart
- Staff development includes a high focus on keeping learners safe

Targets

- Student feedback to evidence strong agreement that each campus is a safe environment and that they know where to go/who to go to for help
- CPD to embed strategies for keeping learners safe including online safety
- Students are tolerant and respectful evidenced in surveys and feedback
- All students to receive Prevent training in the risks around radicalisation and what to do if they feel unsafe
- Strategies for re-engaging vulnerable young people and adults continue to demonstrate impact
- Enrichment activities to promote physical well-being and/or good mental health
- All staff to complete training, including online training relevant to safeguarding including Prevent
- Staff Surveys to endorse that the College supports their well-being

Strategic Aim 4

To develop complementary partnerships that contribute positively to sustainable communities

Objectives

- Partnerships and collaborations are nurtured to enable new projects and opportunities for growth
- New partnerships are developed in line with local and national priorities
- Our partnership working with schools supports transitioning, demographic growth needs and aligns with career aspirations

- Our work to develop core, digital and green tech skills aligns with local and national priorities
- University partnerships and validations enable local people to have more opportunities to study at higher levels locally

Targets

- Partnerships and collaborations to demonstrate impact on local skills needs and priorities
- Employers to see OSC as their provider of choice demonstrated in satisfaction ratings
- Subcontracting to meet all quality, data and control requirements
- Employer sector skills academies to be further developed
- Taster Days and partner school offers to be developed in line with Gatsby benchmarks and career IAG
- Curriculum offer to include a range of flexible delivery modes including an online offer to upskill and reskill to increase participation and attract new student cohorts including working with DWP/Youth Hubs
- Benefits of university partnerships to continue to be demonstrated
- OSC to continue to play a key role in regeneration and community rebuild projects within our widening geographic reach
- Partnership working to result in growth in apprenticeships and work-based learning at all levels

Strategic Aim 5

To generate strong finances and robust delivery structures that enable future investment and sustainability


Objectives:

- Robust financial management and governance oversight is upheld
- Effective budget planning ensures an annual operational surplus of between Breakeven -5%
- Capital funding opportunities align with the College group strategic aims
- Staffing structures and a high-performing workforce enable OSC to fulfil its mission and targets
- Staff understand the accountabilities of their role and their contribution to the sustainability of OSC and to the safeguarding of its assets

Targets

These are set in line with the investment required for OSC's growth strategy:

- Good financial health to be sustained with ratios for 'Good' financial health met:

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- EBITDA as a % of income – education specific - Between Breakeven - 5%
 - Adjusted current ratio - above 1.2
 - Borrowing as a % of Income - below 40%
 - Pay costs as a % of income - below 67%
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- Long term sustainability to be prioritised through sourcing of opportunities for growth and pursuit of new funding streams
 - Generating operating surpluses to ensure investment is available in line with our strategic aims
 - Effective actions to be taken to ensure recruitment targets are met
 - Confidence of external stakeholders to be maintained with all regulatory and contractual returns filed on time
 - Effective procedures to be in place to protect and safeguard assets from loss, theft and neglect
 - HR and Professional Development Strategy to align with the needs of a growing organisation and to ensure robust staff recruitment and development and succession planning
 - Staff and governors to be continually informed and upskilled on issues affecting the financial and operating position of OSC; this enables governors to challenge the leadership on their actions