

**EAST SURREY COLLEGE
STRATEGIC STATEMENT 2016 – 2019
(updated for 2018/19)**

Our vision is:

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

Our mission is:

To provide inspirational, 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 ensure growth in employment skills and enterprise
- 3 To develop complementary partnerships to widen opportunities and increase participation
- 4 To generate strong finances to enable future investment and sustainability

Our values are:

Clarity

Responsibility

Innovation

Quality

Openness

Aspiration

Our Public Value Statement:

East Surrey College 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 informing strategic aims which in turn are reviewed annually and through its 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 to be innovative and of consistently high quality
- Our staff to be recognised internally and externally for the quality and reputation of their work
- Achievement and progression rates to continue to improve
- Students inspired to make excellent progress relative to their starting points, irrespective of background or individual support needs
- Students provided with opportunities to influence and shape their learning experience
- Progress towards Ofsted inspected Outstanding grade to continue to be made

Targets

- 'Best' observation grades demonstrate continuous improvement with 95% graded at least Good, with 40% Outstanding
- All curriculum Self-Assessment grades for Teaching, Learning and Assessment to be at least Good with 75% graded outstanding (6 out of 8 curriculum departments)
- Student survey results to demonstrate at least 95% agreement that teaching is Good
- Well-being, keeping safe and British Values to be evidenced within planned learning for all cohorts of students
- Timely Apprenticeship achievement rates to meet or exceed national rates for each subject sector area delivered
- Impact of the student voice on quality improvement to be evidenced as being consistently strong across all departments
- Achievement gaps minimised; Achievement outcomes continue to evidence improvement
- Value added outcomes for L3 BTEC to be above the 50th percentile for all subject areas with 20% of qualifications in the 75th percentile
- Regular setting and review of student targets to be monitored effectively through eTrackr for all Full Time and Apprenticeship students
- High grade Pass rates in English and mathematics to demonstrate improvement

Strategic Aim 2

To ensure growth in employment skills and enterprise

Objectives

- Employers to see us as their provider of choice
- A broad and inclusive curriculum offer effectively marketed that supports diverse needs, career pathways or progression into higher level learning
- All Study Programmes to incorporate the development of employability skills

Targets

- Apprenticeship income growth targets to be achieved.
- CRMS data analyses to be fully utilised to inform planning for growth
- FE Choices Employer Survey to result in minimum 90% of employers saying they would recommend the College
- All students on Study Programmes to participate in meaningful, related work placements or Industry Placements for Level 3 study programme students
- Development of an integrated Employment Advice Centre at the College
- Increased development of Degree Level Apprenticeships to meet market demand
- Bidding opportunities to be undertaken in line with College strategic objectives

Strategic Aim 3

To develop complementary partnerships

Objectives

- Employer engagement in the design, development and delivery of our curriculum to be further increased
- A framework established for working with other education partners
- Existing partnerships to be nurtured and additional industry sector partnerships developed
- National and local priority needs for higher level skills addressed through partnership working
- The College to fulfil its social and corporate responsibilities

Targets

- Positive outcomes to be demonstrated from high quality, viable partnerships with employers, sector representative organisations and education partners
- Existing subcontracted partnerships to flourish meeting financial and quality targets
- Partnerships to be developed further with Health, STEM and Creative industry sectors and new sectors /opportunities to be identified and progressed
- Structural partnership opportunities with other education partners to be progressed
- Curriculum offer to include a range of flexible delivery modes including an online offer to increase participation and attract new student cohorts
- New partnerships to be sought to enhance the College's impact on its communities
- Opportunities to be grasped for the College to play a key role in regeneration projects within the College's widening reach

Strategic Aim 4

To generate strong finances to enable future investment and sustainability

Objectives

- New options, sponsorships and bidding opportunities explored to increase commercial income and reduce reliance on core government grants
- Robust financial management and governance oversight to continue to be upheld
- Effective budget planning to enable continued investment in resources and staff training that enrich the student experience and the learning environment
- Enhanced efficiency of internal systems and cost effectiveness of curriculum delivery

Targets

In line with the investment required for the College's growth strategy:

- Good financial health to be sustained with ratios for 'Good' financial health met:
 - EBITDA as a % of income – education specific - Between 1% - 5%
 - Adjusted current ratio - above 1.2
 - Borrowing as a % of Income - below 40%
 - Pay costs as a % of income - below 65%
- Long term sustainability to be prioritised through sourcing of opportunities for growth, investment in the College estate and pursuit of new funding streams
- Generation of sufficient funds to ensure investment is available where needed in line with the College's strategic aims
- Confidence of external stakeholders to be maintained with all regulatory and contractual returns filed on time
- Adequate procedures in place to protect assets from loss, theft and neglect safeguarding of assets
- Raising of awareness of the financial challenges resulting from the College's operating environment - briefings, advice, guidance and training to staff and governors