

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

Year Two 2020-2021

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
- Remote learning opportunities enhance learning and develop digital literacy skills
- 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 teachers and assessors to demonstrate continuous improvement with 95% assessed as at least Good and 40% Outstanding formal observations are supported by a respected peer support and developmental training and development programme
- All teachers to successfully complete training in delivering high quality online learning
- Observation framework to be refreshed to measure the quality of online delivery and associated learning materials
- All curriculum area self-assessment grades for Teaching, Learning and Assessment to be at least Good with an increasing number meeting criteria for Outstanding
- Minimum 95% students agree that teaching on my course is good
- Minimum 85% NSS 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 students are supported to reach their potential
- Students from the wider College to take part in - and be 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
- GCSE high grade Pass rates in English and mathematics to demonstrate improvement; English and maths progress measures to continue to be positive against national trends

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 grounded in employment needs, student interests, regional and national priorities supporting diverse needs, career pathways and/or higher level learning
- Our Job Zones connect employers to a pipeline of new, local staffing recruits
- A robust delivery strategy is in place for the effective use of our Adult Education Budget
- IAG is of consistently high quality

Targets

- 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
- New Government initiatives (examples: Traineeships/high value programmes for 18/19 year olds) and bidding opportunities to be assessed and progressed where these add value to OSC's offer
- 90% Attendance and 95% punctuality targets to be achieved
- 95% students to have a positive destination
- 10% increase in progression into apprenticeships from appropriate programmes
- Further development of Job Zones to link student leavers to local jobs, supporting the local economy and skills needs
- Adult Education Budget to be focused on developing core and vocational skills for adults as well as training that promotes well-being and digital literacy skills
- Part-time offer for adults to be further developed for John Ruskin College

- Additional, flexible programmes for adults to be introduced in response to emerging local employment needs
- Matrix Assessment for College group to be achieved

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, they understand risks to their wellbeing and how to avoid them
- Students understand how to keep themselves safe online
- 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 regarded as inclusive, celebrating diversity and community
- Timetabling is effective and supports the needs of vulnerable young people to be in College as much as possible given Covid-19 restrictions

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
- Study programmes to embed strategies for keeping safe including online safety
- Smoothwall Firewall, Web filtering and safeguarding system software, to operate as a managed service aiding response times
- Students are supported to access IT connectivity to reduce digital divide; LRCs are reconfigured to serve as quiet learning spaces for students who lack these at home
- 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
- Most full time students to take part in enrichment activities that promote physical well-being and/or good mental health
- 100% staff to complete online training and/or delivered sessions relevant to safeguarding
- A strategy for staff well-being to be developed underpinning the safeguarding of our staff

Strategic Aim 4

To develop complementary partnerships that contribute positively to sustainable communities

Objectives

- Existing partnerships are nurtured to enable new projects and opportunities for growth
- New partnerships are pursued and developed in line with our strategic aims
- Local authorities value our contribution to local growth and to growing successful communities
- Our partnership working with schools supports the needs of demographic growth and participation in learning
- Our 14-16 offer is refreshed and marketed to schools for 2021/22
- Our work to develop digital skills aligns with Croydon's digital skills strategy
- Local people have more opportunities to study at higher levels locally
- Employers see OSC as their provider of choice
- Our position and reputation within our communities continues to flourish
- Impactful partnerships and collaborations support local growth agendas and strategies

Targets

- Current partnerships to continue to be viable, grow and have impact
- Subcontracting to meet all quality, data and control requirements
- New partnerships to be secured to enhance our reach and reputation
- New opportunities to be sought through the Care Academy
- Strategies for Higher Education and for Employer Engagement to be reviewed in line with new opportunities and local economy rebuild needs
- 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
- OSC to continue to play a key role in regeneration and community rebuild projects within our widening geographic reach
- Project and partnership working to continue to increase our contribution to local growth and to social cohesion
- Partnership working to result in growth in apprenticeships 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 are sought with programmes delivered on time and on budget
- 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:
 - 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 65%
- 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 where needed 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 be developed in line with the needs of a growing organisation and to ensure robust staff recruitment and development
- 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