

**EAST SURREY COLLEGE
STRATEGIC STATEMENT 2016 – 2019**

Our vision is:

To be an 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 services. 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 local 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
- Success and progression rates to continue to increase
- Students empowered 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 Outstanding to continue to be made

Targets

- 'Best' observation grades demonstrate continuous improvement with 95% graded at least Good and 30% Outstanding
- All curriculum Self-Assessment grades for Teaching, Learning and Assessment are at least Good
- Student survey results demonstrate at least 95% agreement that teaching is good
- College to lead a Teaching and Learning symposium or networking event that raises our reputation externally
- Timely Apprenticeship achievement rates to meet or exceed national rates
- Impact of the student voice on quality improvement to be consistently strong across all departments
- Achievement gaps are minimised; outcomes continue to show improvement

Strategic Aim 2

To ensure growth in employment skills and enterprise

Objectives

- Employers and partners to see us as their provider of choice
- A broad and inclusive curriculum offer that supports diverse needs, progress to employment and/or higher level learning
- Enterprise and entrepreneurial skills embedded in study programmes
- High grade success rates in English and mathematics to continue to increase
- Exceptionally strong integration of work-related skills into curriculum delivery

Targets

- CRMS system upgrade completed to improve access to and analysis of employer data
- Minimum 9.0 score for Further Education Choices Employer Survey (minimum 86% agree for each question) demonstrating employer satisfaction
- Traineeship recruitment and progression to sustainable employment or further training to show continuous growth
- Implementation of a Supported Internship programme to enable more students with supported needs to gain access to paid work or work experience

- Enterprise and entrepreneurial activity embedded in the curriculum and in the tutorial framework
- English and maths achievement rates to show continuous improvement
- Surrey Further Education Higher Education 'prospectus' launched offering a broad curriculum that supports the growth of higher level skills
- All Full time students aged 16-18 to participate in work experience or work-related activity

Strategic Aim 3

To develop complementary partnerships

Objectives

- Employer engagement to increase in the design, development and delivery of our curriculum
- Existing partnerships to be developed and new partnerships established to grow workplace learning and apprenticeships
- National priorities for higher level skills addressed through collaborative working with education and employer partners, awarding bodies and employer organisations
- Curriculum planning to be consistently flexible and responsive to local and emerging community and employment needs

Targets

- Outcomes evidenced (cost savings, income growth) from collaborations with Surrey Further Education colleges for Higher Education, Apprenticeships and shared services
- Existing subcontracted partnerships to flourish meeting financial and quality targets
- New partnerships developed to further links in the Aviation industry, Health, Technology and Arts sectors
- All curriculum areas able to evidence employer impact on curriculum design and course and student work content
- Curriculum offer to include a range of flexible delivery modes to increase participation and attract new student cohorts
- New partnerships sought to enhance the College's impact on its communities where these fit strategic direction and to support bid proposals
- College continues to play a key role in local regeneration projects

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
- Shared services opportunities to be developed

Targets:

- Good financial health to be sustained with ratios for Good financial health met:
 - Performance ratio (EBITDA) - above 5%
 - Current ratio - above 1.2
 - Gearing - below 40%
- Long term sustainability prioritised through sourcing of opportunities for growth, bidding and pursuit of new funding streams enabling planned investment in the College resources and estate
- Generation of sufficient funds to ensure investment in new technology and equipment to support development of learning programmes and College administration
- Confidence of external stakeholders maintained with all regulatory and contractual returns filed on time
- All returns requiring certification by auditors to continue to be unqualified and submitted on time
- Payments made to suppliers within agreed terms and with good communication maintained
- Adequate procedures in place to protect assets from loss, theft and neglect
- Awareness of financial challenges raised by providing briefings, advice, guidance and training to staff and governors to ensure robust budgeting, forecasting and monitoring