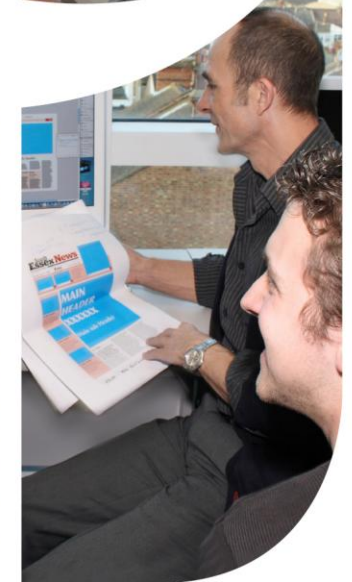
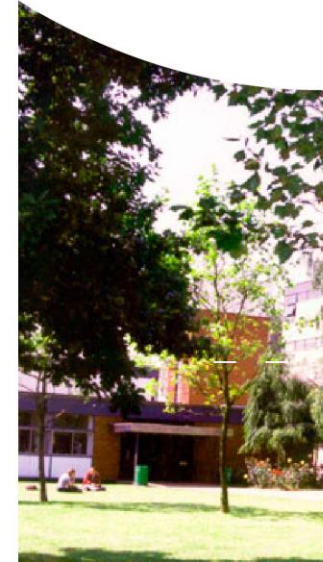
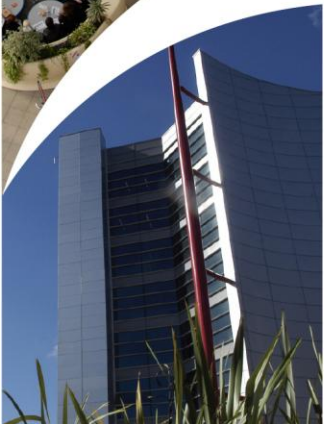


South Essex College Strategic Plan 2010 - 2013



Skills | Education | Careers



SOUTH ESSEX COLLEGE STRATEGIC PLAN 2010 – 2013

Vision

To better serve the learning needs of the young people, adults, employers and communities of South Essex we aim

- **to become an outstanding college**

offering outstanding skills, education and careers

Values

The values that underpin our approach to our work are the 3 **As**:

- **Aspiration**

We aim to inspire and empower staff and learners to achieve their full potential

- **Access**

We aim to provide an environment that is inclusive, supportive, welcoming and safe.

- **Achievement**

We focus on learners and delivering excellence in learning with high quality services and standards

Creativity, enterprise, team and partnership working help us achieve our vision and live our values

Priorities

Our Key Priorities are:

- Learner success
- Learner numbers
- Learner, employer, staff and stakeholder satisfaction
- The learning environment
- Financial solvency and organisational efficiency

Our Key Targets for the 2010/11 Academic Year are:

- Plus 3 % on 9/10 success rates
- Achieve learner number targets
- Improve learner, employer, staff and stakeholder satisfaction rates (on 9/10 baselines where available or establish new baselines)
- Improve the learning environment in particular through refurbishment and redecoration of the Thurrock and Basildon Campuses and progressing capital projects
- Manage within our budget and improve efficiency

transforming **LIVES**
through **LEARNING**

Priority 1 – Learner Success

Critical Success Factors

- Improve success rates to reach outstanding by 2013 at the latest.
- Commitment to be a learner-centred organisation.
- Develop strong relationships with commissioners of funding and funding bodies
- Promote a culture of continuous improvement.
- Ensure high levels of attendance and punctuality.
- Further improve retention and achievement rates across the merged College.
- Generate positive value added and distance travelled.
- Ensure that there is stretch and challenge for all learners.
- Provide outstanding learner support and guidance.
- Develop and embed best practice in learning and teaching.
- Actively engage positive contributions from learners in the design and development of their programmes of learning.
- Fully utilise the potential of Interactive Learning Technology (ILT) to enrich the quality of learning and teaching.
- Embed literacy and numeracy across the curriculum.
- Celebrate the success of learners and staff

Current Position

- Both South East Essex College and Thurrock & Basildon College have improving further education (FE) long and short success rates and overall the merged College success rates are judged to be 'good'.
- In 2008/09 overall FE success rates at South East Essex College are 80% and at Thurrock & Basildon College overall FE success rates are 79% (subject to audit). The Ofsted monitoring visit in June 2009 agreed that Thurrock & Basildon College was making 'reasonable progress' in four areas and had made 'significant progress' with regard to employer engagement.
- Key skills success rates are continuously improving.
- Success rates for Apprenticeships are improving within the NOVA Partnership for Apprenticeships and Skills and have an overall success rate of 70% in 2008/09.
- Entry to Employment 'positive outcomes' have consistently improved within the NOVA Partnership and are 68% for 2008/09 compared with 63% for 2007/08.
- Higher Education success rates are improving and are 'good'. At South East Essex College the overall achievement rate for 2008/09 is 92% and the overall retention rate is 95%.
- Both Colleges have a strong commitment to being a learner centred organisation and actively promote a culture of continuous improvement.
- There are very strong links with funding bodies such as the Learning and Skills Council and the National Apprenticeship Service. The colleges have effective working relationships with validating HEI's who are responsible for funding HE
- There is a commitment to embed best practice in learning and teaching in the curriculum.
- Levels of attendance and punctuality are 'satisfactory' at both Colleges.
- FE value added measures show that learners achieve as expected at South East Essex College. Value added measures are under-developed at Thurrock & Basildon College.

- In 2008/09 Honours Degree high grade achievement rates for South East Essex College are 56% showing significant value added for learners who enter with modest UCAS points.
- There is focus on increasing levels of stretch and challenge for all learners.
- The Colleges are committed to the Learner Voice and are developing processes whereby learners are more involved in the development of their programmes of learning.
- At South East Essex College ILT is well used to enrich the quality of learning and teaching. At Thurrock & Basildon College the use of ILT is under-developed.
- Strong adult literacy and numeracy programmes. However, more work is required at both Colleges to ensure that literacy and numeracy are fully embedded in the 16-18 and 19+ curricula.
- The success of learners and staff is actively celebrated.
- Ofsted inspected South East Essex College in May 2008 and judged the provision to be 'good' with outstanding features. Ofsted said that 'quality assurance systems have improved markedly. They are robust and systematic and have helped to secure key improvements...staff and managers at all levels show an outstanding commitment to improve'.
- In May 2007 Ofsted inspected Thurrock & Basildon College, which was judged to be 'satisfactory'. Recent Ofsted monitoring visits have judged that reasonable progress is being made in improving quality.
- Teacher training programmes, as part of the University of Essex provision at South East Essex College, were inspected by Ofsted in 2008 and judged to be 'good'
- The NOVA Partnership and The Thames Gateway Train to Gain Consortium were inspected by Ofsted in October 2008 and were judged to be 'good' with some 'outstanding' features.
- In November 2008, the quality of assessment on the Higher Education programmes was reviewed by the Quality Assurance Agency as part of South East Essex College's Integrated Quality and Enhancement Review and judged to be sound.

Future Goals (Vision)

- FE long and short success rates will be outstanding by 2013. Improving the quality of learning and teaching will be the top priority for the merged College.
- All success rates are projected to rise by improving retention rates and maintaining and improving very high achievement rates across the merged College.
- Apprenticeship and Advanced Apprenticeship rates will be outstanding by 2013 with good rates of timely completion.
- Higher Education success rates will be outstanding by 2013
- The new College will be committed to being a learner –centred organisation.
- Close working relationships with commissions of funding and funding bodies, for example, Local Authorities, The Skills Funding Agency and the National Apprenticeship Service
- The use and application of high quality data on learner performance, particularly enrolment, retention, achievement, success and value added data will drive improvements in learner performance.
- Performance management throughout the College will drive forward quality improvement at all levels. Stretching, but realistic, targets will be set for both staff and learners to promote 'stretch and challenge'.
- Levels of attendance and punctuality will be high across the merged College.
- Improvements in the quality of learning and teaching will be driven by a structured programme of staff development, underpinned by a focused programme of continuing professional development.
- The quality of learning and teaching will be improved by the use of Advanced Practitioners who will work with Subject Learning Coaches to promote and develop the highest standards.
- Improvements in the quality of learning and teaching will be reflected in improved learning observation grades. It is expected that learning observation grades will rise significantly to meet stretching targets.

- The merged College will harmonise strategies, policies and procedures to ensure that there is the consistent application of robust quality assurance processes to achieve quality improvement.
- The merged College will have positive 'good', and improving, levels of value added.
- Outstanding learner and support and guidance will be available for all our learners across all of our campuses by 2013.
- The potential of ILT to enrich the quality of learning and teaching will be fully developed across the merged College.
- The concept of the 'Learner Voice' will be fully embedded across the merged College and learners will make a full contribution to the design and development of their programmes of learning.
- Literacy and numeracy will be fully embedded across the entire curriculum.
- We will ensure that we fully celebrate the success of our learners and staff.

Priority 2 – Raising Aspirations and Participation

Critical Success Factors

- Grow the numbers participating in education and training across south Essex and achieve learner number targets.
- Develop the functional skills of our learners to enable them to achieve their full potential
- Develop a responsive curriculum mapped across all levels to provide a range of entry points and coherent levels of progression, including Skills For Life and the Foundation Learning Tier.
- Develop more technician and advanced level programmes at levels 3 and 4 linked to key future employment sectors.
- Provide an innovative, exciting and vocationally relevant and current curriculum that raises the aspirations of learners and prepares them for Higher Education and employment.
- Develop close working relationships with Sector Skills Councils and achieve membership of National Skills Academies that are linked to the College's most successful curriculum areas and the key local and regional economic sectors.
- Further develop Apprenticeship opportunities for 16-18 and adult learners.
- Develop the HE curriculum to ensure that it provides timely opportunities for employers to meet their higher level skills needs, supporting workforce development strategies and widening participation.
- Develop more flexible forms of study to include more part time options and e-learning.
- Offer a curriculum that will develop government sponsored training opportunities available to young people, adults and employers.
- Working with schools and other 14-19 partners develop a comprehensive, collaborative and coherent 14-19 curriculum across South Essex to improve staying on rates.
- Increase the number of partially funded or full cost programmes including leisure programmes that meet learner needs for non-qualification learning.
- Provide high quality information, advice and guidance.
- Provide high quality, personalised, learning support to ensure that all learners achieve to their full potential.

- Further develop Every Child Matters themes.
- Ensure well sign posted progression pathways from Entry to HE.
- Provide excellence in customer services for employers as demonstrated by obtaining the Training Quality Standard

Current Position

- South East Essex College currently provides a coherent and comprehensive curriculum offer that covers all 15 Sector Subject Areas for both 16-18 and adult learners.
- Thurrock & Basildon College offers vocational programmes in Subject Sector Areas identified as important by local and regional labour market information.
- Key Skills success rates have a trend of continuous improvement. Functional Skills are being delivered at South East Essex College
- South East Essex College has consistently exceeded its LSC funded FE learner number targets. Thurrock & Basildon College has had a trend of declining learner numbers in the last few years but more recently they have started to pick up again.
- Foundation Learning Tier programmes are being developed at South East Essex College in 2009/10 for 16 – 18 and Adult provision including LLDD learners. Thurrock & Basildon College has decided to defer amending the curriculum to the Foundation Learning Tier until 2010.
- There is focus on the need to further develop programmes within the Adult curriculum at Foundation Learning Tier, Full Level 2 and Full Level 3 to allow learners to progress with appropriate access points.
- There are clear progression routes in many curriculum areas. However there are gaps. For example in some curriculum areas the lowest point of entry is level 2.
- Strong Skills For Life provision is in place at both Colleges but there is a real need to ensure that all adult learners who do not hold a Level 2 qualification in English Language and Mathematics are advised regarding the advantages of undertaking Skills For Life programmes and that there are sufficient opportunities for them to do so.
- The NOVA Partnership for Apprenticeships and Skills has increased both Apprenticeship and Entry to Employment (e2e) learner numbers and is now the fourth largest work-based learning consortium in the country.
- Training programmes are provided for the unemployed or those at risk of redundancy. This is a key national and regional

priority which is seeing an increase in learner numbers.

- The Principal and Chief Executive and the Director of Further Education at South East Essex College are members of all four 14-19 Strategic Partnership/Area Planning Groups across South Essex, ensuring the College is at the heart of decision making re the future development of 14-19 education and training.
- Considerable work with schools across South Essex is going on at both Colleges. South East Essex College staff are supporting these schools by providing expert staff to work with staff in schools on particular programmes (e.g. childcare, Sport and DJ Technology). Representatives from both Colleges attend parents' evenings, options evenings and other events in schools to talk to Key Stage 4 pupils and their parents.
- There is Involvement in the new Diploma developments across south Essex.
- South East Essex College is involved as a Board member of three separate School Trusts; one of which is a federated trust involving several Academies.
- South East Essex College has a broad Higher Education offer at level 4 and above to meet local and regional needs with around 1,000 learners. Thurrock & Basildon College has a small Higher Education offer with 131 full time equivalent learners.
- Both Colleges are implementing a progression agreement framework to make explicit to FE students the progression opportunities from its feeder FE programmes to its Higher Education provision.
- Every Child Matters has been developed via group tutorials and cross College events.
- Support for learners has been identified via appropriated diagnostic tools based upon individualised needs.
- There is strong provision for learners with learning difficulties in particular those with visual, hearing impairment and dyslexia.
- High quality Information, Advice & Guidance is provided by professionally qualified teams to Matrix standard. Thurrock & Basildon College is a Next Step accredited IAG provider.
- Every Child Matters Themes are now well embedded in the culture.

Future Goals (Vision)

- Learner numbers participating in education and training grown across all of South Essex and learner number targets achieved and exceeded.
- High Quality delivery of functional Skills to underpin the skills development of our learners to enable them to achieve their full potential
- Appropriate points of entry for all post-16 learners regardless of their existing qualifications.
- More flexible forms of study developed, including part time provision and e-learning.
- High quality provision developed at level 4, and beyond, to enable learners to develop their higher level skills and find suitable employment in the developing local economy.
- Clear progression routes from Foundation Learning Tier through to HE in the entire curriculum areas in which we operate. To establish formal progression agreements and make these explicit in all publicity materials.
- All 17 14-19 Diplomas to be available across South Essex by 2013.
- Development of an Adult curriculum based around the FLT, Full Level 2 and 3 and Skills for Life provision.
- Further developed offer for technician and advanced vocational programmes at levels 3 and 4.
- Increase the number of Apprenticeships and Advanced Apprenticeships.
- Equality Impact Assessment process to be fully embedded in quality processes.
- Individualised diagnostics /assessments resulting in effective and efficient learner support linked to high grade success rates.
- School Links Strategy in place and fully implemented.

- Learner Support Services to be outstanding across all campuses by 2013.
- Outstanding, personalised and impartial careers IAG in place.
- State-of-the art on-line IAG resources with links into one-to-one advice.
- High quality, personalised, learning support in place that ensures that all learners achieve to their full potential.
- Every Child Matters themes embedded via cross College tutorials and events and linked into Self Assessment and Development Plans.
- Matrix Excellence Award achieved by 2012.
- Equality Impact Assessment training completed cross organisation with strong systems to be implemented.
- Customer Service Quality Mark achieved by 2012.
- Specialist local help for vulnerable young people and those with additional needs in place.
- Taster sessions available for learners to sample HE and workplaces

Priority 3 – Meeting learner, skill and community needs

Critical Success Factors

- Ensure high levels of learner and staff satisfaction. Improve levels of learner satisfaction to reach outstanding by 2013.
- Respond to the national, regional and local skill needs and priorities.
- Help raise aspirations and regenerate the south Essex area.
- Provide a range of appropriate programmes, services and progression routes.
- Increased engagement with all sectors of the community.
- Effectively engage with employers and raise levels of employer satisfaction with services offered.
- Maintain outstanding partnerships to widen participation.
- Embed employability skills and encourage enterprise in the curriculum.
- Develop an awareness of the importance of environmental issues amongst our learning community
- Develop a single equality scheme and embed equal opportunities and Equality Impact Assessment.

Current Position

- Framework for Excellence measures show that learner satisfaction is highly satisfactory.
- The curriculum offer is reviewed annually in line with government and funding priorities, key economic sectors and employment trends, learner demands and success rates.
- Programmes that are demonstrating declining recruitment or are not meeting success rate targets are removed from the offer and alternatives that are more attractive/appropriate and offer better chance of success are introduced in their place.
- Higher Education programmes meet professional, statutory and regulatory body requirements where applicable.
- South East Essex College has a strong and effective partnership for Higher Education with the University of Essex. Thurrock & Basildon College works effectively with Anglia Ruskin University and the University of East London. All three universities are actively involved with the College in the development of the Higher Education curriculum offer for the Thurrock Learning Campus.
- Work is on-going with schools to ensure that the offer follows on from the pre-16 offer. Regular dialogue takes place through the 14-19 Strategic Partnership Groups to ensure that the curriculum offer across each area, and increasingly across the South Essex sub-region, demonstrates a breadth choice for young people in terms of both range of qualifications and types of institution in which to study.
- Through the HE offer and through liaison/progression accords with other HEIs we ensure that students have access to the qualifications that meet HE entry criteria.
- South East Essex College currently offers a wide range of subjects at AS/A2 level as well as BTEC programmes at levels 1, 2, 3 and 4. Thurrock & Basildon offer a range of vocational programmes primarily at levels 1 and 2 with a more limited offer at levels 3 and 4
- Both Colleges are involved in the development of Diplomas across south Essex.
- The Business Development Teams are working with employers to up skill their workforce through the Train to Gain and Apprenticeship initiatives and the effects of staff training are being measured via impact assessment tools.

- The level of engagement with employers measured via completion of Training Needs Analysis tools is increasing each year through the growth and development of an employer facing sales team based in the Business Development area.
- Links with employers are also being passed on to the HE Curriculum Development Team with the aim of investigating potential Foundation Degree programme development.
- South East Essex College, and now South Essex College, has been awarded the Training Quality Standard (TQS) Part A.
- Through the use of labour market intelligence, LSC guidance and interactions with employers, South East Essex College has developed additional programmes of study to support sectors that need investment in skills development. This includes the development of Apprenticeship programmes across new sectors such as Retail Banking and Creative and Cultural Skills
- The Colleges are involved in delivering the '6 Month Plus' training programme for those currently unemployed, in partnership with Jobcentre Plus (JCP).
- Successful partnerships exist with other providers via the NOVA Partnership and Train to Gain Consortium. Partners have access to funds from the Employer Responsive funding stream for Apprenticeships and NVQs. There is also some funding from Learner Responsive funding streams for some partners as collaborative "franchised" FE provision.
- Employer engagement and the development of enterprise and creativity are well developed in the curriculum.
- Very good links have been developed with the Sector Skills Councils by both Colleges (SSCs). South East Essex College has membership of National Skills Academies (NSAs) including the NSA in Creative and Cultural Skills, the NSA in Financial Services and the NSA in Advanced Manufacturing. Further memberships are being explored across the Hospitality Sector, the Health & Care Sector and the Sports Sector. Thurrock & Basildon College is a member of the NSA for Retail and the Regional Skills Academy for Logistics.
- The Colleges are developing an awareness of environmental issues in the curriculum.
- The Single Equality Scheme and Equality Impact Assessment is still under-developed in both Colleges.

Future Goals (Vision)

- High levels of learner satisfaction with the performance of the merged College.
- A curriculum that offers a broad spectrum of subjects that meet the needs of all segments of the community, offered in as flexible way as possible.
- Close partnership with all schools, colleges and training providers in South Essex.
- The College is offering a full range of training opportunities for all industry sectors that are based across the Thames Gateway South Essex and to be able to produce evidence of the real economic value of training to businesses.
- Partnership arrangements for Higher Education in south Essex work together effectively to meet the regional skill needs with relevant provision at each campus.
- Devising Higher Education programmes that deliver the higher level skills needed to support economic growth in the Thames Gateway.
- South Essex College to be regarded by the business sector within the Thames Gateway South East as the main provider of quality education and training for all employers and for satisfaction ratings to be at 90% plus.
- To have gained Training Quality Standard Part B in a number of key sectors.
- To develop further informal partnerships and for the College to be recognised for its outstanding strengths as a collaborative partner.
- Enterprise and employability to be an integral part of tutorial and curriculum planning.
- Embed information about learning and work pathways into the wider curriculum.
- Full engagement with all appropriate sectors of the community; both external and inwards facing.
- Membership of NSAs across curriculum areas which will align with the application by the College for Part B status for the Training Quality Standard.

- An awareness of important environmental issues embedded into the curriculum at all levels in all appropriate modes of delivery.
- Single Equality Scheme to be in place by September 2010 (latest).
- Single Equality Scheme and processes fully embedded into SAR and quality mechanisms by teaching Faculties and Business Support Teams.
- Equality Impact Assessment fully embedded into all interactions with learners, staff and visitors to the College.

Priority 4 – 21st Century learning environments

Critical Success Factors

- Develop capital projects and estates in line with the Estates Strategy to provide 21st century learning and teaching environments.
- Well-resourced, high quality facilities.
- Create a safe and healthy learning environment.
- An appropriate estate in South Essex to accommodate academic, practical and vocational learning meeting the needs of learners.
- Effective investment in learning resources to assist the College in achieving the goal of being graded as outstanding.

Current Position

- South East Essex College successfully relocated to its new campus in Luker Road in 2004/05. Since relocation the College has experienced significant growth in learner numbers. The Phase one building at Luker Road is now fully utilised at core times and additional temporary space has been leased.
- Phase two of the Southend campus has seen the University of Essex open the adjacent Gateway Building in January 2007. Since 2008 South East Essex College has been working on a further phase of the campus in partnership with Southend on sea Borough Council, Renaissance Southend Limited and the University of Essex.
- Thurrock & Basildon College has some accommodation that has been graded poor in an estate audit and is a product of under-investment in the accommodation infrastructure.
- South East Essex College has been awarded a 'good' rating by the Learning and Skills Council for health and safety. Health and safety is 'satisfactory' at Thurrock & Basildon College.
- South East Essex College has maintained outstanding financial health during the development of the campus. This financial health continues whilst repaying a significant mortgage. The College consistently achieves operating surplus and generates cash inflow allowing investment of on average between £1.0m and £2.0m annually on capital improvements to the current estate.
- In 2007 the College was successful in winning LSC 16-19 Competitions to provide learning opportunities in Thurrock & Basildon. As lead partner for the Thurrock element a state of the art modular building was opened in January 2009 at a cost of £4.5m. Also as a result of the Competition and working with the LSC the College has developed a building design for Grays Town Centre to Application in Principle stage. In Basildon the College, along with Prospects College, is a core partner in the New Campus Basildon project lead by SEEVIC College.
- Thurrock & Basildon College has been unable to invest significantly in its resources due to its poor financial position.

Future Goals (Vision)

- The newly merged College is working with partners to deliver the next phases of the 21st century learning environments in Basildon, Southend and Thurrock.
- All the Basildon, Southend and Thurrock schemes are envisaged to be town centre landmark buildings providing excellent facilities and having a significant regenerative impact on surrounding areas.
- The vision for Southend is to extend the Campus of Further and Higher Education in the town centre with the University of Essex and Southend on Sea Borough Council. The Elmer Square site has the potential to deliver our ambitions.
- The vision for Thurrock is that phase two of the Learning Campus is to be built on a site in Grays South on the High Street between the civic offices and the town wharf. Thurrock Council and Thurrock Thames Gateway Development Corporation have been very supportive of the Campus development and see it as a key component of the regeneration plans for Grays and the wider Borough of Thurrock.
- The vision for Basildon is also for a campus in the town centre operated in partnership with SEEVIC and Prospects College under the New Campus Basildon venture.
- Safeguarding fully implemented to new OFSTED standard.
- Health and safety to be graded as 'outstanding'.

Priority 5 – Effective and efficient delivery operation

Critical Success Factors

- To be recognised for outstanding leadership and management.
- To develop a strongly entrepreneurial and commercially aware culture.
- Comprehensive staff development to drive forward quality improvement and the effective and efficient delivery of the curriculum.
- To produce high quality, accurate, data reporting through a holistic Management Information System that enables timely, effective and efficient planning and monitoring of performance
- To have outstanding financial health and financial management.
- Generate annual surpluses and positive cash flow in order to invest in the development of the College.
- Diversify sources of income and funding.
- Reduce dependency on government funding through increased fees and the development of commercial income.
- Attract, retain and develop professionally qualified and skilled staff with a turnover at, or be below, the regional average over the period to 2013
- Achieve re-accreditation of key quality marks.
- Effective, efficient and consistently implemented policies, procedures and systems.
- Effective procurement solutions delivering best value for the College.
- Highly effective marketing and communication strategy.

- Sound 'risk management' and robust 'disaster recovery' processes and procedures.
- Efficient and effective use of resources to maximise value for money.

Current Position

- Leadership and Management were rated as “good” with “outstanding” governance and financial management at the last full South East Essex College inspection by Ofsted in May 2008. The Inspection report described the College’s capacity to improve as ‘good with outstanding features’.
- Well developed Business Development teams established and strong links with employers
- Leadership and management was also rated as “good” in the inspection of the NOVA Partnership and the Thames Gateway Train to Gain consortium by Ofsted in October 2008.
- Extensive programmes of staff development which is raising the aspirations of both staff and learners are in place.
- Data management is very good at South East Essex College, but systems require harmonisation across the merged College.
- South East Essex College has exceeded the headline improvement targets set in the last three year LSC Development Plan. Learner numbers were over the original contract values for each of the last three years. Success rates have also exceeded targets set for the three previous years.
- Thurrock & Basildon College has a trend of under achievement of learner number targets over a number of years. However, the headline numbers have started to pick up although the SLN (Standard Learner Number) Values and associated funding targets have not been achieved. Success rates have improved over the past three years.
- South East Essex College has a culture of continuous improvement, always striving to develop its effectiveness and efficiency.
- South East Essex College has maintained “outstanding” financial health throughout the period. A surplus has been achieved in each of the three previous years; it is forecasted to be 2% in 2008/09 and is currently budgeted to achieve the same in 2009/10. Cash held averages £4m with a current ratio of 1.6.
- Both Colleges rely heavily on LSC for income. In 2008/09 SEEC received 76% of income from LSC and T & B 87%.

- South East Essex College has been developing commercial income through the Business Development Team.
- Thurrock & Basildon College has a poor and declining financial situation caused by a trend of failure to meet learner number targets.
- The Human Resources Strategy at South East Essex College is based on a positive culture of high expectations and standards with a consultative style of leadership and management which creates a supportive culture and working environment. The focus has been on teacher development and further enhancing leadership and management through leadership and management training with The Pacific Institute. Particular attention is being paid to strategies to attract, retain and develop staff, in particular through increased consultation and involvement in decision making and good opportunities for career and professional development. The College remains ambitious and high achieving. Staff turnover is below the regional average, staff morale is high.
- The role of procurement has grown rapidly within the College over the last two years and has delivered excellent savings primarily in purchasing IT and within capital projects.
- There is an effective marketing department at South East Essex College which has been praised by external audit.
- Effective systems are in place at South East Essex College to ensure good channels of communication between staff at all levels
- Business Support systems and services have been developed to support increased learner success whilst at the same time achieving increased value for money. System, policies and procedures are regularly reviewed to increase efficiency and effectiveness. Changes are costed to identify associated cost reductions before implementation.

Future Goals (Vision)

- The College is focused on building on its strengths and aims to be “outstanding” as an overall grade by Ofsted at its next inspection. This is the primary focus of this three year strategy.
- A strongly entrepreneurial and commercially aware culture present in the College which takes advantage of opportunities to generate additional income.
- Outstanding staff development which is targeted at raising aspirations, quality improvement, outstanding leadership and management and the effective and efficient delivery of the curriculum
- The merged College has a harmonised and holistic Management Information System that enables it to effectively and efficiently plan and monitor performance.
- Management information is essential to allow effective operations. A single integrated information system and reporting across all locations and aspects of the College is to be developed to enable effective and efficient planning and monitoring of performance.
- In order to be classified as outstanding for financial health the merged College will need to focus on the three main underlying performance indicators of an operating surplus in excess of 2% per annum, a current ratio greater than 1.4 and borrowing as a percentage of reserves and debt to be kept below 45%.
- Reduced reliance on government funding and increased fee, full cost and commercial income.
- In order to continue with the excellent ongoing investment in current facilities and to be in a position to further develop the estates it is important that the financial targets are met or exceeded.
- To achieve a minimum of ‘good’ and move to an outstanding designation for the merged College Framework for Excellence score.
- Every activity undertaken at the College carries a degree of risk. Risk management must therefore be seen as an integral part of all our activities. The Risk Management Plan for the merged College builds upon the established risk and disaster management planning processes which have been in place at South East Essex College for several years. We will embed

the risk management process at departmental level and to form a part of the annual self assessment process.

- To ensure the College can achieve its potential and become outstanding we aim to further develop the HR strategy to involve staff more in the decision making processes. Additional investment in the teaching and learning strategies, together with a management training programme rolled out throughout the College, will also support the achievement of strategic vision.
- Procurement procedures to be well developed to ensure we are delivering best value across the organisation.
- Marketing and communications will utilise a variety of techniques and media to connect with our many different customers and stakeholders assisting the College to deliver its ambitious vision.
- Outstanding channels of communication between campuses and staff at all levels with the harmonisation of policies and procedures across the merged College.

Appendix 1

Source Documents

Skills For Growth: The National Skills Strategy - Department for Business and Skills (November 2009)

New Jobs, New Industry – Department for Business and Skills (April 2009)

Government Investment Strategy 2009 – 10, LSC Grant Letter and LSC Statement of Priorities, Investing in our future through learning and skills (November 2008)

Higher Ambitions: The Future of Universities in a Knowledge Economy - The Department for Business Innovation and Skills (November 2009)

Quality, Choice and Aspiration – Department for Children, Schools and Families (November 2009)

16-19 Statement of Priorities and Investment Strategy 2010-11

Skills Investment Strategy 2010-11 (BIS)

Thames Gateway Skills Strategy

Appendix 2

Key Performance Indicators

Key Performance indicators to support this Strategic Plan are in place.