



Strategic Plan

2018/19

This document outlines the College's mission statement and our key objectives for 2018/19

Executive Summary

Due to significant staffing changes within the senior team, the Corporation Board at the Governors Strategic Seminar on the 14th May 2018 have agreed a one year extension or roll forward of the Strategic Plan 2015-2018.

Blackburn College Strategic Plan 2018/19 sets out its ambition to be a high quality provider of education and skills and positions the College strongly to build on its many strengths whilst responding to the challenges in its external operating environment and the downward pressure on resources. Furthermore, it is operating in a policy environment which over recent years and remains so presently, has been subject to rapid change given multiple political priorities.

Our focus, however, remains on students, staff and partnerships which continue to prioritise our substantial effort. The plan is driven by focus and discipline which clearly supports our overriding principles: meaningful employment offering life changing opportunities for our students; citizenship and social cohesion; good education. Developed in partnership with regional and national employers, staff, Governors and students it defines the College strategic objectives and positions us to respond to the skills demands of Blackburn with Darwen and the wider Pennine region. Our intention is to be relevant to industry and to be an indispensable partner to business.

The external landscape is challenging for the further and higher education sectors with uncertainty in the economy and challenges in a market with falling demographics and high volume competition. Our students will develop a stronger entrepreneurial mind set which will help define the future Blackburn Graduate sought after by employers. We are preparing the business leaders of the future.

The goals are stretching but achievable. The strategic objectives within the plan ensure the College remains focussed on the best in class delivery, strong financial performance and a high quality student experience. Importantly, we need to continue to seek to demonstrate and evidence the impact and value for money, of our academic and skills offer, across all of our provision. This is our challenge.



Introduction

The Strategic Plan 2018/19 outlines the ambition and focus for Blackburn College as it continues to drive towards its aim of being a world class provider of education and skills. The uncertainty of the economic climate and the external funding cuts impacting on the sector as a whole creates an opportunity for the College to review its organisational objectives, curriculum growth areas and delivery models to provide a clear direction of travel and one which responds decisively and sustainably to the challenges which face the College.

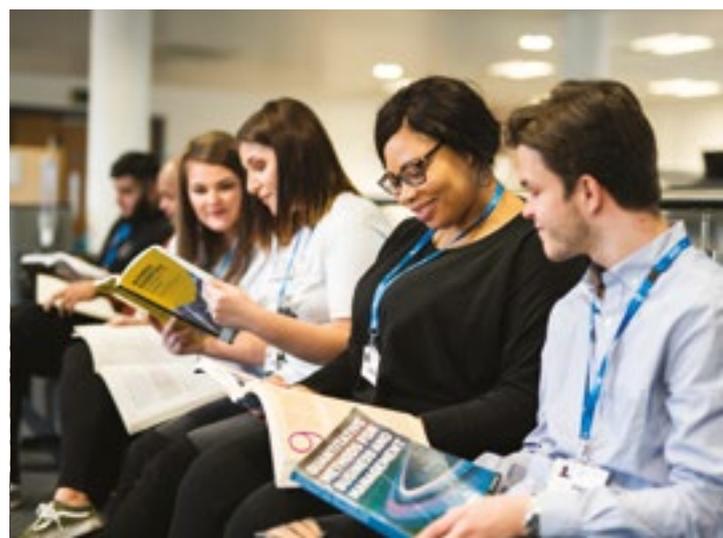
This plan is a one year extension to the previous Strategic Plan 2015-2018, due to the College being in the process of recruiting a new Principal and Chief Executive. A full review will be undertaken and a new three year plan will be published for 2019-2022. It is updated in the context of being 15 months post Area Based Review and a year since establishing the UK's first Strategic Alliance with Lancaster University and Blackburn with Darwen Borough Council.

At the Corporation Strategic Seminar in March 2018 the basis of this plan was formulated with further input from employers, staff, College leaders, Governors and students. This was supported by analysis of current data and trends in labour market intelligence and the sector coupled with a detailed review of College recruitment and performance data ensuring the plan is designed to meet the needs of students, employers, and the Government and regional priorities. Blackburn College is an education and skills leader and it aims to provide high-quality programmes that develop higher technical skills, based on what businesses need, linked to local demand and delivered flexibly in partnership with schools, colleges, universities and businesses.

The College has positioned itself at the heart of the development of Blackburn with Darwen and the wider Pennine Lancashire region in planning the local skills system, forging strategic partnerships with businesses, the LEP, local authorities and others. This is to ensure that the College makes best use of available resources, meets local demand, reduces unemployment, and matches the provision of skills needs to the economy.

This Strategic Plan supports our ambition for growth and high performance. It is one which reflects our commitment to our communities in supporting social cohesion, driving forward economic growth and social mobility by ensuring that learners develop the personal characteristics and enterprising work habits to make them successful. We will fulfil our role as educators and skills providers and act as a hub for workforce development providing a highly skilled workforce for employers within Pennine Lancashire and beyond. We will support local employers and businesses to recruit, retain and up-skill their workforce to meet the competitive challenges of globalisation and to ensure a clearer focus on employability and enterprise. In a time of increased competition we will grow our provision from a strong base and be highly visible in our region as indispensable partners to business and sector leaders in education and skills. We will deliver our plan through our highly skilled and high performing staff, through our world class facilities and curriculum offer and through our rigorous and robust financial planning.

This plan sets out a series of priorities for 2018/19 and we are in a strong position to be able to deliver them.



Key Priorities for 2018/19

During 2018/19 our key priorities will be as follows, those in italics will be monitored through a set of KPIs:

1. Quality Improvement

- a.** Secure an Overall Effectiveness Grade of 'Good' at the next Ofsted inspection;
- b.** Deliver the Post Inspection Action Plan on time and with the required impact;
- c.** Develop and implement a plan to secure TEF rating of Silver by 2020
- d.** Implement a new programme of Observation of Teaching, Learning and Assessment;
- e.** Improve the proportion of Teaching, Learning and Assessment which meets the College's expectations.

3. Apprenticeships and Work Placements

- a.** Deliver high quality Apprenticeships ensuring that the new standards are fully embedded, including the delivery of 20% off the job training;
- b.** Improve retention, achievement and timely completion rates;
- c.** Develop and implement a College Apprentice Strategy;
- d.** Ensure the provision is relevant to industry and meeting the needs of the employers;

2. Further Education

- a.** Meet recruitment targets, retain the students and provide progression pathways in to employment or further study;
- b.** Ensure that all students (where relevant) have access to high quality and meaningful work experience, work placements or volunteering opportunities.
- c.** Improve Value Added scores;
- d.** Increase internal progression into FE and/or HE;
- e.** Increase student achievement in maths and English;

4. Higher Education

- a.** Meet recruitment targets, retain the students and provide progression pathways into employment or further study;
- b.** Launch Degree and Higher Level Apprenticeships;
- c.** Improve student feedback results in the National Student Survey;
- d.** Deliver positive destinations results;





5. Financial Performance

- a.** Deliver a budget meeting the FE Commissioners requirements of 3-5% surplus, staff costs to income ratio (excluding pensions) of less than 65% and loans to income ratio of less than 40%;
- b.** Maintain a positive cashflow;
- c.** Ensure efficient resource utilisation;
- d.** Maximise non-public funded income streams;
- e.** Achieve a Financial Health rating of 'Good' from the ESFA;

7. Student Experience

- a.** Improve retention at all levels;
- b.** Improve achievement at all levels;
- c.** Improve performance on English and Maths;
- d.** Improve attendance at all levels;
- e.** Improve internal progression through FE and into HE;
- f.** Improve student satisfaction levels across FE, WBL and HE;

6. Partnerships

- a.** Build upon and strengthen existing partnerships;
- b.** Seek new partnerships to develop the College;
- c.** Strengthen senior level relationships with Schools;

8. Staffing

- a.** Ensure Staff Appraisals are completed in accordance with the agreed schedule;
- b.** Benchmark Staff Turnover against sector norms with a view to remaining below sector norms and tackle any barriers to achieving this;
- c.** Benchmark Staff Sickness Absence Rate against sector norms with a view to remaining below sector norms and tackle any barriers to achieving this;
- d.** Ensure the Staff Satisfaction Rate with OD Courses remains at 80% and above;
- e.** Ensure 95% or above of Staff complete the required Mandatory Training.

A set of KPIs have been agreed (appendix A) that will monitor and measure performance and progress during the year, these will be reviewed at Policy and Resources Committee and Standards, Quality and Student Experience Committee at each meeting, plus at the full Corporation Board each quarter.

Work will commence on the new Strategic Plan for 2019-2022 which will involve internal and external consultation early in 2019, which will link in to the Business Planning cycle within College.

Mission, Vision and Values

The College Mission, Vision and Values were reviewed and updated by Corporation during 2017/18 and are as follows:

Our Mission:

Transforming students' lives and our community, through outstanding education, training and support.

Our Vision:

Aspiring, innovating and achieving together, across our community.

Our Values:

Excellence

We strive for excellence to realise the potential of our learners

Knowledge

We promote the value of learning in the developing of curious minds and the acquisition of knowledge

Empowerment

We empower our learners to change their lives through education and training

Equality

We promote equality and diversity

Commitment

We are committed to our learners' education, training and support

Respect

We treat everyone equally and with respect



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