# Strategic Development Plan

# 2018 – 2019

# MISSION, VISION AND VALUES

**COLLEGE MISSION**

To be an outstanding provider of education and training, meeting the needs of employers and our community and supporting our learners to thrive and achieve their potential through excellent teaching, learning and assessment

**COLLEGE VISION**

To be the College of first choice for individuals and organisations within the area we serve, as one of England's top performing colleges.

**VALUES**

- Commitment to improving the skills of our local and regional communities and employers
- Pride in our learners, our college and our excellent reputation
- Outstanding teaching, learning and assessment
- Focus on excellence and continuous improvement
- Enterprising approach
- Inspiring and challenging our learners and raising their aspirations by providing a safe and supportive environment that enables them to grow in confidence, esteem, motivation and aptitude
- Maintaining a safe, friendly and welcoming atmosphere
- Culture of collaboration and teamwork, with staff who 'go the extra mile' to support our learners
- Making Selby a great place to live and learn through our commitment to the wider community
- Financial strength of the College and the imperative to protect it

# COLLEGE CONTEXT

Selby College is a tertiary college, formed in 1984 from the amalgamation of local sixth forms and the College of Further Education.  Our primary mission was defined from this as the local provider of post-16 education, providing sixth form education, educational opportunities for adults, and community learning.  Although the political and economic drivers have changed considerably in the intervening period, the provision of education and training opportunities for the local and wider population remains firmly at the heart of our strategic direction.  The College is the main provider of post 16 education and training in the Selby area and as such we seek to provide high quality education for high achieving and highly motivated young learners, as well as supporting progression for learners with a range of starting points and educational opportunities for adults to improve skills levels to raise their economic status.  With economic activity rates continuing to pick up in our region over the last 12 months, we are building and cementing excellent strategic relationships with local and regional employers and are committed to meeting the needs of business and enterprise.

In recent years the college campus has undergone a complete regeneration into an excellent site with outstanding facilities.  We completed the final phase of re-development in June 2017 with our £1.4m Aspiration extension, part funded by Leeds LEP, which has added an additional 400m$^2$ construction training facilities so that we can continue to meet the demands for construction skills and apprenticeships.

The College draws most of its full time students from eight secondary schools, two of which have sixth forms.  There are two Sixth Form colleges and three General FE colleges within travelling distance.   Whilst Selby District is currently experiencing a small demographic downturn in the 16-18 age group,   this is being offset by the significant amount of housebuilding in Selby and the surrounding villages and growth in Apprenticeships and Higher Education.

The College services an increasingly wide 'catchment' area, extending across a variety of administrative areas, including for full time students the western part of the East Riding (Howden, Howdenshire, Boothferry and Goole, Snaith, Rawcliffe and the Marshes), North Doncaster, Wakefield and Knottingley in West Yorkshire; as well as the southern part of Selby District in North Yorkshire.  For employer facing provision learners are drawn from a wider area of the region, including North Yorkshire, East Yorkshire, South Yorkshire, Hull and Doncaster, as well as further afield.  Whilst the College is located in North Yorkshire, the local travel to learn and travel to work patterns are significantly East-West, with good rail and road links in these directions (eg the M62 and rail links to Leeds and Hull).

The College offers provision in all Sector Subject Areas except SSA3 (agriculture, horticulture and animal care), the largest being Science and Mathematics, Health, Public Services and Care, Preparation for Life and Work, and Business Administration and Law with a strong and increasing focus on STEM.  We provide opportunities at all levels from Entry Level to Degrees, including 14-16 vocational provision in partnership with local schools, Foundation Learning, GCE courses at 'A' Level, degrees and Higher Nationals, Vocational courses for full time students, as well as Apprenticeships and Community Learning provision for the local area.  We continue to develop our range of employer-focused provision, and are recognised locally and regionally for our specialisms in Engineering and Construction, and in Health and Care.

The College offers a growing range of prescribed Higher Education programmes including Degrees, Foundation Degrees, Higher National Certificates and Diplomas and the CertEd/PGCE, as well as non-prescribed higher level courses including NVQs at Levels 4 and 5, and AAT at Level 4.  The further expansion of HE, including the development of degree programmes, Higher Nationals and higher apprenticeships, is a strategic aim.  It is seen as an important part of the College Mission to support local economic regeneration through providing skills for individuals and raising prosperity within the community, and to provide pathways and opportunities for local learners.

The College was inspected in December 2017 and gained a Good rating for all aspects of its provision, and amongst many other awards, has achieved Matrix Standard in Information, Advice and Guidance, and a RoSPA Health and Safety Gold Award.  This year the College has been announced as the top performing College in Yorkshire and the Humber and second in England by FE Week.  The College was also delighted to gain a Silver Award in the Higher Education Teaching Excellence Framework.

Our longstanding Principal Allan Stewart OBE retired from the College on 2nd September 2018, following 26 years of distinguished service.

# NATIONAL CONTEXT

There is significant change ahead within the National context which will impact both directly and indirectly on the College.

2018 will see the commencement of the Work Placement Capacity Fund to start to pilot the extended Industrial Placements that will be required with the introduction of the new T-Levels.  The insolvency regime will also come into operation during 2018/19, as the Transaction Unit, established by the Area Reviews, winds down.

In preparing to exit the European Union, we will need successful colleges to be prepared to provide the technical and academic skills powerhouses that drive the local and national economy forward. To this end the College is working with partners including key employers and inward investment teams to ensure future workers have the skills employers require.  The College is actively growing its provision of higher-level technical and professional courses to meet these needs.

The College has also partnered with other local colleges in York, North Yorkshire, East Riding and the Humber to develop an Institute of Technology. The partnership has successfully passed stage one, with only 16 other successful bids. During 2018/19 the partners will be working to develop the second stage of the bid and hopefully prepare for future delivery.

Whilst aspects of apprenticeship delivery appear to be settling down for the College, the impact of the changes to apprenticeship funding and new levy are still seeing starts plummet across the sector.  There will inevitably be changes to the apprenticeship regime through the re-procurement for non-levy, responses to the significant down turn in starts and the impact of the Institute for Apprenticeships fully getting to grips with its brief.

The College continues to work closely with the local Enterprise Partnerships (LEPs) to ensure it has the capacity in terms of buildings and facilities to provide skills training to the standard required.

To meet the Government demand for higher level skills, improved productivity and higher wages, we will provide high quality technical and professional skills for our local area to meet the demands of companies. We will continue to build strong, effective partnerships with schools and education providers to ensure access to high quality careers education, information, advice and guidance about post 16 options including apprenticeships, academic courses and vocational and technical options.

## KEY STRATEGIC AIMS

Create an Outstanding Quality Student Experience

Grow admissions in 16-18, HE and apprenticeships

Maintain positive student, employer, and staff relations

Exemplary management of the College's finances

# KEY STRATEGIC MEASURES 2018–2019

**Outstanding Quality Student Experience**

- I would recommend the College to a friend 95% (SO1.1Q)
- Learners who agree that the teaching on their course is good 90% (SO1.2Q)
- Learners who feel they are challenged to do their best 90% (SO2.1Q)
- FE and HE Retention 92+% (SO2.2Q & SO4.2Q)
- FE and HE Attendance and Punctuality 92+% (SO2.3Q &SO4.3Q)
- KS5 progress and attainment average or better (SO2.4Q)
- 95+% into positive destination (SO2.5Q)
- Apprenticeship overall achievement rate 85% (SO3.1Q)
- Apprenticeship timely achievement rate 75% (SO3.2Q)
- Adult Achievement Rates 90% (SO3.3Q)
- Lesson Observations 95% Good or better (SO1.4Q)
- To work with the FA and Selby District Council to ensure a 3G pitch at Selby College is within the strategic plan, ideally for delivery in 18/19 (SO7.3Q)

**Growth**

- 10% increase in full time and substantial part time FE numbers (SO8.7G)
- 15% increase in HE numbers (fee income growth c20%) (SO4.1G)
- 10% increase in overall Apprenticeship income (SO3.4G)
- 25% increase in High Needs work (subject to funding) (SO1.5G)
- Selby Educational Trust to have grown to 3 schools by July 2019 (SO5.1G)
- To collaborate with YNYER and Humber Colleges to successfully bid for and deliver an Institute to Technology (SO5.2G)
- To work with employers and the LEPs to generate over £100,000 annually of co-investment and / or donated equipment for curriculum delivery (SO7.4G)

**Finance**

- Achieve a balanced budget (including holiday pay adjustment) (SO8.1F)
- Staffing costs of no more than 65% of income (SO8.2F)
- SFA financial status Good (SO8.3F)
- Internal audit Significant Assurance (S08.4F)
- Regularity audit no Management Actions (SO8.5F)
- 5% growth in full cost and ESF income (S03.5F)
- Achieve 100% of AEB allocation (SO8.8F)

**People**

- Teaching staff utilisation at 93+% (SO8.6P)
- Staff turnover below sector average (SO6.2P)
- Sickness absence below sector average (SO6.3P)
- Staff confirming they receive good support from their line manager 90% (SO6.1P)
- Students confirming they feel safe at College 99% (SO1.3P & SO7.2P)

SO1

To enable learners to fulfil their potential and enjoy their time at College through outstanding teaching, learning, assessment, enrichment and support, in a safe environment

- I would recommend the College to a friend 95% (SO1.1Q)
- Learners who agree that the teaching on their course is good 90% (SO1.2Q)
- Students confirming they feel safe at College 99% (SO1.3P)
- Lesson Observations 95% Good or better (SO1.3P)
- To increase by 25% the number of high needs learners (SO1.4G)


SO2

To provide high quality, challenging and responsive courses that increase the participation of young people and enables them to achieve outstanding outcomes and progress to high quality destinations

- Learners who feel they are challenged to do their best 90% (SO2.1Q)
- FE Retention 92+% (SO2.2Q)
- FE  Attendance and Punctuality 92+% (SO2.3Q)
- KS5 progress and attainment average or better (SO2.4Q)
- 95+% into positive destination (SO2.5Q)

SO3

To provide high quality, flexible and responsive apprenticeship and adult provision that meets the needs of learners, local and regional employers, communities and other stakeholders such as the LEP

- Apprenticeship overall achievement rate 85% (SO3.1Q)
- Apprenticeship timely achievement rate 75% (SO3.2Q)
- Adult Achievement Rates 90% (SO3.3Q)
- 10% increase in overall Apprenticeship income (SO3.4G)
- 5% growth in full cost and ESF income (SO3.5F)


SO4

To continue to deliver and further develop a high quality, accessible and demand-driven higher education offer, including higher apprenticeships

- 15% increase in HE numbers (fee income growth c20%) (SO4.1G)
- HE Retention 92+% (SO4.2Q)
- HE Attendance and Punctuality 92+% (SO4.3Q)

SO5

To sustain and promote the collaborative work of Selby College in York, North Yorkshire, East Riding and the wider Yorkshire Region

- Selby Educational Trust to have grown to 3 schools by July 2019 (SO5.1G)

- To collaborate with YNYER and Humber Colleges to successfully bid for and deliver an Institute to Technology (SO5.2G)

SO6

To attract and retain the best people to work at the College, training and developing them so they can rise to new challenges

- Staff confirming they receive good support from their line manager 90% (SO6.1P)
- Staff turnover below sector average (SO6.2P)
- Sickness absence below sector average (SO6.3P)

SO7

To maintain and develop the College's estate and learning facilities to meet customer needs

- I would recommend the College to a friend 95% (SO7.1P)
- Students confirming they feel safe at College 99% (SO7.2P)
- To work with the FA and Selby District Council to ensure a 3G pitch at Selby College is within the strategic plan, ideally for delivery in 18/19 (SO7.3Q)
- To work with employers and the LEPs to generate over £100,000 annually of co-investment and / or donated equipment for curriculum delivery (SO7.4G)

SO8

To maintain the financial health of the College to enable it to meet the needs of individuals and organisations in the communities we serve

- Achieve a balanced budget (including holiday pay adjustment) (SO8.1F)
- Staffing costs of no more than 65% of income (SO8.2F)
- SFA financial status Good (SO8.3F)
- Internal audit Significant Assurance (SO8.4F)
- Regularity audit no Management Actions (SO8.5F)
- Teaching staff utilisation at 93+% (SO8.6P)
- 10% increase in full time and substantial part time FE numbers (SO8.7G)
- Achieve 100% of AEB allocation (SO8.8F)

**Safeguarding Policy**

Selby College recognises its moral and statutory responsibility to safeguard and promote the welfare of students. We work to provide a safe and welcoming environment where students are respected and valued. We are alert to the signs of abuse, neglect, radicalisation and extremism and follow our procedures to ensure our students receive effective support, protection and justice. Selby College expects Governors, staff, volunteers and partners working on behalf of the organisation to share this commitment.

**Equality and Diversity Statement**

Selby College welcomes and celebrates equality and diversity. We believe that everyone should be treated equally and fairly regardless of their age, disability, gender, gender identity, race, religion or belief, sexual orientation and socio-economic background.  We seek to ensure that no member of the College community receives less favourable treatment on any of these grounds which cannot be shown to be justified.

This document is written with the above commitment, to ensure equality and diversity is at the centre of working life at Selby College.

**Selby College Prevent Duty and British Values Statement**

Selby College adheres to the Prevent Duty which aims to prevent learners from being drawn into extremism and believes British Values including democracy, the rule of law, individual liberty, mutual respect and tolerance of different faiths and beliefs are very important to everyone in our college community.

These British Values identify how we should conduct ourselves as citizens in Great Britain today; a diverse population with each individual contributing to our society as a whole.

These values are promoted to students across all areas of our curriculum, via pastoral tutorials and reinforced through a variety of different college media including our website, through posters and other published materials.