



**Buckinghamshire
College Group**



The Big Bucks Ambition

Buckinghamshire College Group Strategic Plan
2018 – 2023

Introduction

The Buckinghamshire College Group was formed as a result of bringing Amersham and Wycombe College together with Aylesbury College on October 3rd 2017.

This is an exciting time for the Buckinghamshire College Group and our Big Bucks Ambition Strategic Plan sets out our aims for the next five years to meet our mission and vision for those we serve; our students, our employers and our wider communities.

Our Mission

To provide excellent vocational and professional skills, education and training that has a positive impact for young people and adults, businesses and the communities we serve.

Our Vision

Buckinghamshire College Group will be recognised for providing excellence in vocational skills, education and training that creates value and wealth to individuals, our employers, our communities and the local and regional economy.

Our Values

Our values are what we believe are important in the way we work as an organisation and for those we serve. These have emerged from a whole College activity based around culture and identity as part of bringing both Colleges together.

Our values support the vision and, shapes our culture and identity as the Buckinghamshire College Group.

Accountable
Making a Difference
Behaviours for Respect
Inspiring
Teamwork
Innovating
Open
Nurturing

Assumption

Our Response We will

Excellence will lead to success and growth

Work together to continuously challenge our thinking and practices to achieve the highest professional standards and excellence

Equal access to opportunities and inclusive learning underpins all that we do

Continue to promote and embed our culture of equal opportunity and inclusion, celebrating the diversity of our learning and wider community

Students have choice

Provide a dynamic, curriculum offer, innovative teaching and learning and an excellent personalised student experience that leads to progression and employment

Employment needs and ways of working are changing

Transform the curriculum to be co-designed and supported by industry experts with a focus on employability and real work opportunities

Rapid technology change is making it difficult to predict future skills

Reshape the way we teach and learn with different flexible learning models. Equip students and staff with transferrable skills. Prioritise investment in learning technology

Core public funding is reducing

Reduce the reliance on public funding, and actively seek and act on new and emerging opportunities to diversify and grow our income

There will be continued growth in Apprenticeships and Technical provision

Work in partnership with the LEPs and businesses to align provision and services to needs, addressing skills shortages and priorities

Strong partnerships and collaboration will be critical to success and growth

Continue to build a strong network of strategic partners to support excellence and growth

Healthy finances will provide stability, sustainability and investment

Restore and achieve increasing annual surpluses that provide improved resilience and future investment

To deliver our objectives we need to attract and retain engaged people with high standards and excellent skills

Create more competitive and comparable reward packages with development and progression opportunities

Increasing challenges and complex changes require a flexible, adaptable and resilient workforce for a sustainable future

Continue to build a consistent culture of discipline with empowerment, engagement and accountability by continuous professional development and positive performance management

There is continued uncertainty around the Hampden Fields development

Actively pursue strategic funding opportunities for future investment in our Learning Campuses to provide the best industry standard facilities, learning spaces and resources possible

Summary of Strategic Priorities and Aims for 2023

Excellence

We are ambitious and impatient to be excellent in all we do

Sustainable Futures

Our high quality, vocational, technical and professional skills training and education supports positive sustainable futures for our students, employers and the communities we serve

Our People

We are committed to attracting, retaining and developing a professional, self-disciplined and ambitious workforce dedicated to delivering positive outcomes for all

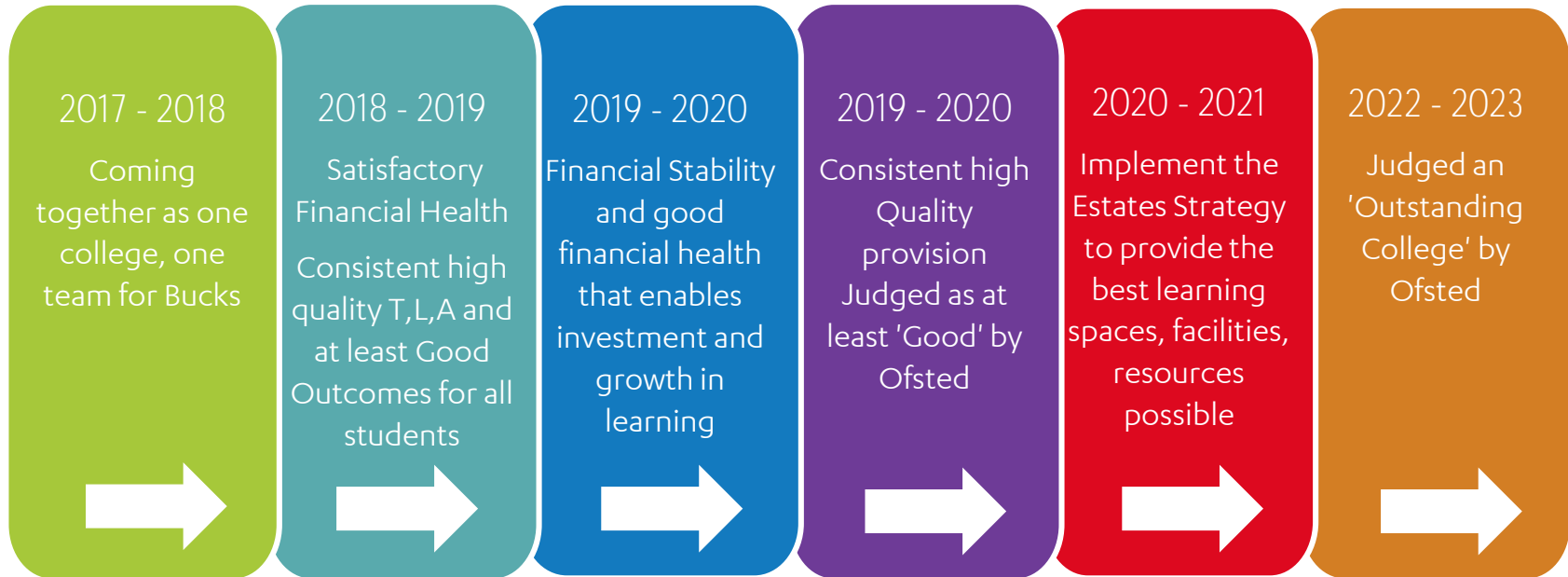
Growth and Development

We have an excellent reputation as the provider of choice for skills training and education, positively affecting long-term organisational and economic growth and social well-being

Financial Resilience and Investment

To achieve strong healthy finances that enable investment and growth in learning for a sustainable future

Mission Map



2023 Strategic Priority 1: Excellence

Aim: We are ambitious to be excellent

We will achieve this by:

- Being judged as Outstanding College by Ofsted, with excellence in all we do
- Delivering innovative teaching, learning and support that stretch, challenges and inspires students to achieve their aspirations and goals
- Being a growth mind-set organisation that values hard work and effort, develops resilience and supports students and staff to achieve their full potential
- Growing 21st century technology skills, behaviours and resources to support students and staff achieve excellence in learning
- Improving maths and English skills of our students through inspirational learning and embedding in the vocational curriculum
- Listening and working in partnership with our students to provide and continuously improve an excellent student experience for all
- Providing a wide range of high quality support services to meet the learning and well-being needs of our students
- Developing and implementing an innovative tutorial and coaching model to support academic and social excellence and support career progression
- Continuously promoting and embedding our culture of equal opportunity and celebrating the diversity of our learning and wider community
- Delivering what we promise for all our customers and stakeholders
- Recognising and celebrating our students achievements.

Indicators of Success

- Successful Ofsted inspection outcomes
- External feedback and reporting is excellent with the maintenance of quality marks and awards
- Measures of success are above national rates, improving each year and in line with Outstanding Colleges
- Teaching, learning and assessment is consistently excellent, adds value and supports high outcomes and progress for all students
- All learning spaces have access to the best possible learning technologies which are used innovatively in teaching, learning and assessment
- Increasing year on year % of students achieving high grades in maths and English
- Achievement gaps between student groups are insignificant
- High student, employer and other customer satisfaction



2023 Strategic Priority 2: Sustainable Futures

Aim: Our high quality, vocational, technical and professional skills training and education supports sustainable futures for our students, employers and the communities we serve

We will achieve this by:

- Being recognised for our positive impact on transforming lives and the economic and social landscape
- Developing Centres of Excellence to support local skills gaps and shortages: Health and Social Care (Aylesbury), Creative Media (Amersham) and Construction and Engineering (Wycombe)
- Continuing to transform the curriculum to be co-designed and supported by employers through technical routes and levels
- Working with key business partners to develop and implement innovative work placement models that are meaningful and lead to successful outcomes
- Developing learning that is beyond qualifications with a focus on behaviours, skills and attitudes for employability and enterprise
- Enhancing our students' skills through encouraging opportunities to participate in skills competitions, performances and awards
- Flexible learning pathways and models reflecting the changing employment and technological landscape
- Preparing our students to work in diverse communities regionally and globally
- Continually increasing the percentage of students that progress into positive outcomes including: employment, Apprenticeships, and higher/further study
- Continuing to improve social mobility of young people and adults by providing a range and level of high quality learning choices for all

Indicators of Success

- Centre of Excellence for each campus are in place, supported by key business partners and aligned to local and regional skills needs
- All students on study programmes engaged in meaningful work placement and work related learning
- Progression rates and positive destinations grow in line with annual key performance indicators
- Enterprise, project based learning, skills competitions, performance are embedded across all areas of the curriculum
- The majority of curriculum occupational routes are supported and co-designed by employers
- 'T Levels' for available routes are fully planned and delivered, and supported by key business partners



2023 Strategic Priority 3: Our People

Aim: We are committed to attracting, retaining and developing a professional, self-disciplined and ambitious workforce dedicated to delivering positive outcomes for all.

We will achieve this by:

- Reviewing and creating more comparative and competitive reward packages
- Working as one College together to continually challenge our thinking and practices in order to achieve the highest standards and excellence
- Building a culture of discipline: A framework of freedom and responsibility
- Investing, developing and growing the talents, skills and performance of our workforce through highly effective governance, leadership and management; positive performance management; support and development
- Embedding Industry and Education Working in Partnership Scheme to support up-skilling of all our staff
- Engaging our staff in personal growth and developing their own futures through the development of talent pipelines and succession planning schemes
- Building mechanisms for our staff to be involved and contribute knowledge, ideas and expertise, to be heard and have views taken into account
- Providing a working environment for our staff that is safe and supports healthy lifestyles and well-being
- Recognising and celebrating the achievements of all our staff

Indicators of Success

- Rewards packages are comparable and competitive and attract professional, self-disciplined and skilled staff
- Talent and Succession scheme supports personal growth, development and progression opportunities
- High staff satisfaction
- Reducing trends in staff sickness and turnover in line with annual KPIs
- All staff are engaged in continuous professional development and industry up-skilling that supports growth in their role



2023 Strategic Priority 4: Growth & Development

Aim: We have an excellent reputation as the provider of choice for skills training and education, positively affecting organisational and economic growth and social well-being.

We will achieve this by:

- Actively pursuing new and emerging markets for growth and diversification of income
- Developing our services to add value to our employers supporting continual growth in Apprenticeships
- Creating a range of accessible and flexible career change and retraining options for adults including on-line, weekends and evenings
- Positively engaging with our community through developing commercial, affordable, accessible leisure and interest activities, and use of facilities
- Responding to our employers and key stakeholders to grow our higher level and professional provision to provide increasing progression pathways
- Continuing to establish and maintain a strong diverse network of strategic partners to support growth and progress our objectives
- Strong employer engagement with key employer partners to implement the 'T Levels' and Centres of Excellence
- Providing high quality independent careers advice and guidance for potential, current and alumni students
- Research and development to inform the growth strategy for all market segments
- Developing capacity and systems to effectively promote, grow and build the reputation of the Buckinghamshire College Group as the main provider of skills training and education

Indicators of Success

- Core income and number of students meet or exceed the funding allocation
- Achieve an income diversification target of at least 65/35 by 2023
- Alternative funding bids actively sought and are successful in supporting growth and strategic aims
- Higher levels programmes are in place across 90% of provision
- Year-on-year reduction of subcontracted provision
- Commercially viable service offer in place to support employers administer apprenticeship requirements
- Continued growth in apprenticeships by at least 10% per year
- Customer Relationship Management system (CRMs) in place and used effectively to support increased employer engagement and growth
- Wide range of accessible career change and retraining options in place at weekends and/or evenings with viable recruitment
- High employer and stakeholder satisfaction
- Commercial offer for short qualifications, interest learning, and use of facilities in place
- Evaluation of the Marketing and Sales Strategy demonstrates positive impact on achievement of annual growth targets



2023 Strategic Priority 5: Financial Resilience and Investment

Aim: Achieve strong healthy finances that enable investment and growth in learning for a sustainable future.

We will achieve this by:

- Growing and diversifying our income with an increasing surplus each year to invest in learning and our future
- Continuing to invest in the development of our Learning Campuses to provide the best industry standard facilities, learning spaces and resources possible to achieve our strategic aims
- Providing a welcoming, safe, accessible and sustainable learning environment
- Investing in a pioneering technology infrastructure to develop learning and skills for a 21st century workforce
- Managing resources efficiently and creating innovative business solutions and systems that are simple to use, highly effective and support student success
- Thriving, well-used, all-year round vibrant College campuses that responds to the needs of individuals, employers, and the community

Indicators of Success

- Surplus position is restored, with an annual surplus of 1% of turnover
- Financial Health is at least Good
- Reserves provide opportunities to re-invest in learning and our future
- Development and implementation of the Estates strategy provides the best industry standard learning spaces and resources possible, with increased annual all-year round utilisation
- Seamless student journey in place effectively supports students, staff and managers
- High levels of satisfaction with business services and key focus on students
- High satisfaction of customers with the campuses, facilities and resources
- The campuses are a safe and welcoming place to work, study and visit
- Evaluation demonstrates positive return on investment for stakeholders



The Buckinghamshire College Group and our Context

The Buckinghamshire College Group is a result of the merger of Amersham and Wycombe College with Aylesbury College, which took place in October 2017. The College operates from three campuses based in Aylesbury, Amersham and Wycombe and UCAV in Aylesbury for our higher Education offer in a joint venture partnership with Bucks New University.

The College Campuses provide well for students with high needs. There are purpose-built centres at Aylesbury and Wycombe campuses working with over 100 students. There is a Pre-school and Nursery at the Aylesbury Campus.





The College facilities are industry standard with a new Construction and Motor vehicle centre at Wycombe campus. At the Amersham campus there is a 120 seat Theatre-on-the-Hill, and VFX and animation students benefit from the Green Screen Studio and motion capture equipment. TV and Film students have a TV gallery with the latest technology, and there are a range of studio and rehearsal spaces. Amersham campus is also home to the Peter Jones Academy.



Aylesbury Campus has Harding's Restaurant and Deli run commercially by our students, and the new Health Tec with innovative immersive learning facilities. There are also excellent facilities for hair, beauty, media make-up, games design, computing, special effects, photography and electrical engineering across the campuses

Buckinghamshire College Group serves students and employers from Buckinghamshire and the neighbouring counties of Oxfordshire, Northamptonshire, Hertfordshire, Berkshire and into London.

Buckinghamshire operates a mixed education economy with selective Grammar schools, upper schools, school sixth forms, UTC and a further education college. There is an Adult Education Service operating across Bucks, and several private training providers. There are a number of schools providing for students with learning difficulties and disabilities.

The primary focus of the Buckinghamshire College Group is vocational and professional skills education and training focused on local and regional skills priorities including Health and Social Care, Public Services, Construction, Digital and Creative Industries, Business Services, Retail, and Catering and Hospitality.

The College is the largest provider of 16-18 full-time education and training in Bucks, with nearly 30% of Buckinghamshire's 16-18 year-olds choosing to study with the Buckinghamshire College Group. It is also the largest provider of apprenticeships, which is continuing to grow year by year.

The majority of our students live, work, and stay in Buckinghamshire and make up the regional workforce, contributing £290.8m in added income to the local economy each year, equating to 2.3% of the total economic output of Buckinghamshire. This represents approximately 10,636 average wage jobs

The College has strong partnership working with employers, education partners, Bucks Thames Valley LEP, South East Midland LEP, the Local Authority, and other key organisations. This strategic plan has been informed by the key planned growth in Buckinghamshire, and responds to the critical need for students and employers to have easy, local access to high quality vocational, technical and professional skills training and education to meet demand. This includes:

- The planned growth of 54,000 new homes to be built across Buckinghamshire by 2033 increasing the number of people living in the county and also creating future skills needs in house building and trades.
- A Government awarded Enterprise Zone covering three sites in Buckinghamshire bringing thousands of new jobs and hundreds of new employers over the next 10 years. This will stimulate current and future demand for high level skills in Advanced Engineering, Automotive, Space Technology, Life and Food Sciences, Digital and Integrated Healthcare.
- Aylesbury was awarded Garden Town status in January 2017 which supports housing growth and will be an incentive in attracting more businesses to locate in the area impacting on job prospects and skills needs.
- Specialist employers including Pinewood with the British Film Industry reporting c25,000 skills shortage vacancies mainly in the South East.
- Specialist large employers who have extensive supply chain demands with a range of skills needed to support growth and productivity.
- 100,000 replacement jobs (i.e jobs created by people leaving the workforce either temporarily or permanently) across all sectors in the region over the next decade.
- High numbers of public sector organisations, particularly in health and social care, requiring significant numbers of skilled employees.



We will continue our close working partnerships with employers and industry, to align our curriculum, learning and student experience to current and future skills needs. An important part of learning and development for our full-time 16-18 year olds is a meaningful long-term work placement, and we appreciate working together with employers to achieve this.

In 2019 the new 'T Levels' will be introduced, which are the level 3 vocational equivalent to A Levels and will, over time, replace the current level 3 vocational offer, continuing to provide entry to university, degree apprenticeships and higher study. Buckinghamshire College Group is planning to deliver the 'T Levels' when they are available, and will also support the development of Centres of Excellence at each campus.

The development and implementation of a long-term Estates Strategy will aim to invest in our campuses to provide the best industry standard learning spaces, facilities, resources and technology possible. In order to achieve this we will work and use our resources wisely, efficiently and effectively to build strong, healthy finances for a sustainable future that supports our growth and investment.

The next 5 years will be an exciting time for Buckinghamshire College Group as we work towards the aims and goals in this 'Big Bucks Ambition' Strategic Plan. This plan will be translated into annual milestones and operating actions to move continuously forward each year and to support the success of the 'Big Bucks Ambition'.

Buckinghamshire College Group* has strong foundations and rich histories in providing vocational education and training to Buckinghamshire residents. Our aim is to build on the strengths of both organisations to create an outstanding College with excellent and expert industry standard teaching and training, and where students are supported to achieve their highest potential to progress into industry, university or further studies. In order to achieve this, we will further invest in our committed and dedicated staff to continuously develop and grow our expertise, talents, skills and performance. Moreover, we will seek to attract and retain highly skilled, professional and ambitious staff who share the College's values and will make a positive difference to those we serve.

*Buckinghamshire College Group is the Trading Name of Aylesbury College



Underpinning Strategies, Policies, Procedures and Plans

- Self-Assessment Reporting and Quality Improvement Plans
- Annual Operating Plan
- Annual Key Performance Indicators
- Quality Improvement Strategy
- Teaching, Learning and Assessment Strategy (to include attendance, tutorial, English and maths)
- Work Placement Strategy
- Curriculum and Skills Strategy (including Higher Education)
- Student Involvement Strategy
- Learning Technology Strategy
- Equality and Diversity Policy and Plan
- Safeguarding and Prevent Policy and Procedures
- People Engagement Strategy
- Human Resource Policies
- Talent Management and Succession Planning Strategy
- Staff Development Policy and Plan
- Health and Well-being Strategy
- Workforce Development Strategy (apprenticeships)
- Employer Engagement Strategy
- Marketing Strategy and Plan
- Growth Strategy
- Health and Safety Policy
- Estates Strategy
- Financial Planning
- Risk Management

OUR STUDENTS SAY...



I believe that if I work hard and put a lot of effort into my course, I will be successful



I am supported to use technology and online resources to enhance my learning



I know that high attendance is key to me being successful



I am encouraged to have respect and tolerance for those with different backgrounds and beliefs

94%

I am treated fairly at College

93%

I receive the support I need to help me progress

95%

I can find a computer to work on when I need one

97%

My tutors know their subject well

93%

I am helped to develop my own ideas and work on my own

94%

I am given feedback that helps me to improve