

Strategic Plan 2019 - 2023



OAKLANDS COLLEGE

Context

Oaklands College is a general further education college with campuses in St Albans and Welwyn Garden City, and a smaller educational facility at Borehamwood.

The main catchment areas are St Albans City and District, Welwyn and Hatfield and Hertsmere. The more specialist provision areas, such as high needs, engineering, construction management and land based industries, draw from a broader geographical area. Our elite sports academies recruit nationally.

The Hertfordshire Local Enterprise Partnership (LEP) Skills Strategies has set the following priorities which are reflected in the College's strategic plan:

Helping young people aged 16-24 into training and employment by building greater links between employers and schools/colleges, and increasing the number of apprenticeships and traineeships

- Providing a package of measures to support the unemployed, vulnerable adults and those aged 50+ back into the jobs market
- Enhancing opportunities through lifelong learning by improving adult English and maths skills and encouraging greater focus on training in areas where there are high numbers of low qualified residents
- Helping to deliver higher level skills to meet skills gaps in key sector areas such as advanced manufacturing, life sciences and the creative industries
- Providing targeted skills training support for small to medium-sized businesses.

The demographics of the catchment areas are changing with an increase in 15-19 year olds in the plan period of 14% for Hertfordshire, and of 16% for our main catchment areas. There remains a competitive environment for this age group between schools, colleges and training providers.

The further education sector exists within a changing policy context with colleges and other providers responding to a range of policies from Government alongside increasing and changing demands from employers, students and other stakeholders. The curriculum reforms in relation to apprenticeships, technical, vocational and academic qualifications are extensive and ongoing.

The College has a significant role to play in ensuring that the Government's careers strategy and the Gatsby benchmarks of good careers guidance are fully adopted and embraced.



Our Mission



To provide the opportunities and the support to ensure our communities reach their full potential.



Our Values

Valuing Diversity

We:

- Treat people fairly
- Respect differences
- Recognise the contribution that others make

Pursuing Excellence

We:

- Recognise our potential
- Commit to continuous improvement
- Set high expectations and standards

Working Together

We:

- Inspire and motivate each other
- Achieve our goals through clear lines of communication
- Make timely, well-considered and informed decisions

Being Open and Honest

We:

- Take responsibility for our work and our actions
- Are polite, helpful and represent the College in the best way we can
- Are positive about our ability to achieve success

Being Innovative

We:

- Are solution focused
- Develop new ways of working
- Encourage new ideas and suggestions

Public Value Statement

Oaklands College is an exempt charity under Part 3 of the Charities Act 2011 and is regulated by the Secretary of State for Education.

In setting and reviewing the College's strategic objectives, the Corporation has had due regard for the Charity Commission's guidance on public benefit and particularly upon its supplementary guidance on the advancement of education.

In delivering its mission, the College provides the following identifiable public benefits through the advancement of education:

- High quality teaching and learning
- Widening participation and tackling social exclusion
- Strong student support systems
- Excellent links with employers, industry and business to promote progression
- Financial sustainability
- Links with the Hertfordshire Local Enterprise Partnership (LEP)
- Key role as a community asset and in supporting community well-being



Strategic Priorities

Skills and behaviours

To equip students with the skills and behaviours they will need to play a productive role in the economy and in their communities

Curriculum

A high quality curriculum provision that meets the needs of students, employers and key stakeholders

People

A motivated staff team with high aspirations for all and an unrelenting focus on the mission and values of the college

Money

A clear focus on financial sustainability to enable investment in our students and staff; now and in the future

Partnerships

Highly developed partnership working with key stakeholders which supports the development of the college and its communities

Skills and behaviours

To equip students with the skills and behaviours they will need to play a productive role in the economy and in their community.

- Set high expectations for all students and ensure that they reach their potential
- Consistently challenge and support students to be the best they can
- Support students to develop the broader behaviours, understanding, skills and attributes that will support them in their future lives
- Support all students in developing the literacy and numeracy skills that they need to be effective in their future lives and careers
- Develop and provide high quality careers information, advice and guidance that effectively supports student progression
- Ensure students have access to employer talks, work experience and industry placements
- Utilise the College estate to provide a professional learning environment which promotes positive behaviours

Strategic Priorities

Curriculum

A high quality curriculum provision that meets the needs of students, employers and key stakeholders.

- Ensure that all provision types are high quality and meet industry requirements and local economic needs
- Support teachers to develop excellence in teaching, learning and assessment practice
- Develop effective mechanisms for capturing student and employer feedback and take decisive action to enable continuous improvement
- Provide learning environments that enable students to reach their potential and which provide industry standard equipment and facilities
- Ensure that all students that need support to achieve have timely and impactful interventions which remove barriers to learning
- Utilise technology effectively to support learning inside and outside the classroom



Strategic Priorities

People

A motivated staff team with high aspirations for all and an unrelenting focus on the mission and values of the college

- Ensure that the values of the college are at the heart of everything we do
- Provide all staff with an effective appraisal which enhances performance and supports individual development
- Focus on staff health and well-being and ensure that staff voice is routinely heard and acted on
- Develop the leadership behavioural framework so that leaders demonstrate the key characteristics of being inspiring, influential, credible, resolute and connected
- Provide appropriate reward and recognition systems to enable us to celebrate the successes of individuals and teams
- Create an effective talent management programme



Strategic Priorities

Money

A clear focus on financial sustainability to enable investment in our students and staff; now and in the future

- Forecast financial plans with integrity to ensure that the public benefit to the community is sustained and enhanced
- Monitor financial performance routinely and take immediate action when required
- Ensure that financial reporting is transparent and measured against key external benchmarks
- Utilise capital funding to secure the required improvements to learning environments and equipment, now and in the future
- Adhere to the Corporation reserves and budget setting principles
- Develop and grow income streams which complement the core business activities of the college



Strategic Priorities

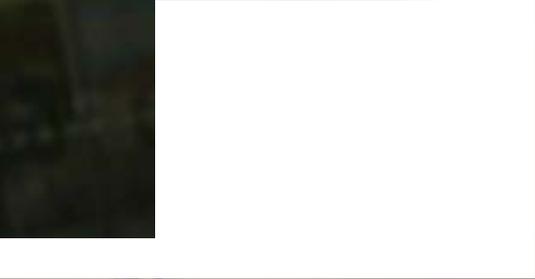
Partnerships

Highly developed partnership working with key stakeholders which supports the development of the college and its communities

- Maximise collaborative working to enhance student integration and progression
- Develop key employer links which will support curriculum development, provide opportunities for students and meet local economic and skills needs
- Ensure close working with key educational partners to provide a cohesive educational offer and approach
- Play a key role as part of the community in developing community spirit and cohesion
- Actively seek and respond to partnerships that will benefit the students and communities









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