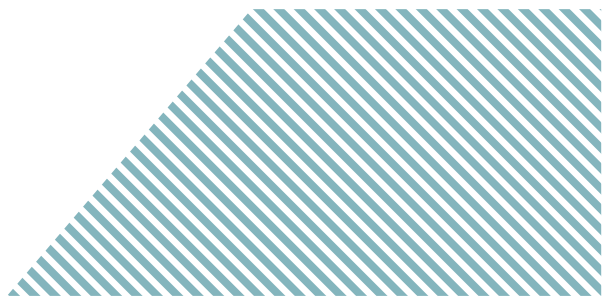

CORPORATE PLAN

WELCOME: THE CHAIR OF GOVERNORS



Welcome to Barnsley College, one of the very best colleges in the UK.

We are the main provider of post-16 education in the Borough and play a vital role within the Yorkshire and Humber region by delivering outstanding teaching and learning and very strong outcomes for students.

We have fantastic staff, great facilities, excellent partnerships with schools, industry and government and flexible programmes geared to local needs. Our vision is to transform lives, not just for our students, but for our staff and external stakeholders too.

At our annual strategic event, our board of governors sets the overall direction for the College for the coming year. We then work with the executive team to build the detailed strategic plan that we present here.

We have identified four strategic pillars: quality, curriculum, sustainability and reputation. Our goals include:

- Maintaining our 'Outstanding' Ofsted status.
- Introducing the Government's new T Level qualifications.
- Maximising our Higher Education offer.

- Working ever more closely with businesses on apprenticeships.
- Developing stronger partnerships with stakeholders in the Borough and the region.
- Introducing new provision for 14 to 16 year olds who have previously been home educated.
- Continuing to grow and future-proof our finances.

We have received huge support, locally and regionally, to invest in our outstanding teaching staff and create one of the very best learning facilities in the country. Our goals are ambitious but we believe that by working ever more closely with our partners they can be achieved.

Ultimately, it is all about making sure the people of Barnsley can be proud of their College, knowing it is going to help them get the skills they need for the careers of today and into the future.

We know too that the quality of leadership and governance we are able to provide will be key to our success. That is why we have continued to strengthen our board and have thoroughly reviewed our governance model. The recruitment and development of outstanding leaders will continue to be a key priority for us going forward.

We are extremely proud of our College and what we and our students have achieved in recent years, and we are driven to do even better. We look forward to working with you to help Barnsley and the region to succeed.

Simon Perryman
Chair of the Board of Governors

KEY FACTS AND FIGURES

OUR STUDENTS...

10,000
STUDENTS

4,600
16 TO 18
YEAR-OLDS

800
STUDENTS STUDYING
AT OUR SIXTH FORM
COLLEGE

1,300
STUDENTS
AGED 19
OR OVER

650
STUDYING FOR
HIGHER EDUCATION
QUALIFICATIONS

OVER **2,000** APPRENTICES – WITH SUCCESS RATES CONSISTENTLY AMONGST THE BEST IN COUNTRY

OUR PERFORMANCE...

2010
**OUTSTANDING
OFSTED RATING**
TEACHING, LEARNING
AND OUTCOMES

2017
**BTEC
APPRENTICESHIP
PROVIDER OF
THE YEAR**

2018
**TOP FIVE
POSITION**
IN NICDEX UK
COLLEGE
LEAGUE TABLE

2019
**BTEC
COLLEGE OF
THE YEAR**
SILVER AWARD

2019
**FINALIST EDUCATE
NORTH AWARDS**
FOR OUTSTANDING PERFORMANCE
IN TEACHING, STUDENT EXPERIENCE,
INNOVATION AND ECONOMIC IMPACT.
FE PROVIDER OF THE YEAR



2019
**LISTED 16TH IN THE
NATIONAL CENTRE
FOR DIVERSITY**
(NCFD) TOP
100 INDEX



2019
**FINALIST TES
AWARDS**
FE COLLEGE OF THE YEAR

OUR FACILITIES...

OVER
£80M
INVESTMENT OVER
THE LAST 10 YEARS

12
CAMPUSES
COVERING
63,000SQM

OUR PARTNERSHIPS...

1,500
BUSINESSES

30 SCHOOLS WITHIN BARNSELY
AND THE SURROUNDING AREAS,
OVER **400** IN THE REGION



INTRODUCTION: THE PRINCIPAL AND CHIEF EXECUTIVE OFFICER



Barnsley College is an outstanding place to study and work – a real asset that the whole town can be proud of.

This plan sets out our vision, purpose and values, together with our strategic goals for the future. It is the driver for achieving the four key components we believe are essential to meeting the needs of our students, staff, stakeholders and community in and beyond Barnsley.

Our priorities are:

- To ensure that we have the right curriculum to meet employers' needs, both now and for future roles.
- To exceed 'Outstanding' in order to deliver excellence in teaching and learning for our students, and ensure that they progress.
- To remain sustainable financially to support our fantastic College.
- To recruit and retain high-calibre staff.

Our reputation is also important to our future success. Working closely with employers, communicating well with stakeholders and meeting the needs of our local community will

ensure that we remain at the centre of training and education in Barnsley and beyond. In the past year, we have strengthened our position in the town by:

- Bringing Higher Education provision under our banner and achieving clarity as to the ownership of these programmes.
- Developing our A Level offer at Barnsley Sixth Form College and expanding student numbers.
- Acquiring the ITS Group to create new opportunities by providing us with an additional employer-led delivery arm to add to our existing, successful apprenticeship offer.

Our students, staff and the College itself have received a wide range of accolades recently. One of the most satisfying was that we were placed in the top five colleges in the country in NICDEX, the annual league table of colleges published by FE Week. This is a really great achievement, since it recognises our outstanding performance in relation to four key measures: learner satisfaction, employer satisfaction, 16-18 progression and adults into employment.

These achievements underline the fact that Barnsley College is a fantastic place for our students to acquire the knowledge, skills and qualifications they need for their dream career. Transforming lives is key to everything we do, and we are fully committed to ensuring that our students have a good time, achieve their aims and go on to employment or Higher Education.

With this strategic plan, we aim to build on our successes and continue to develop and grow to create the workforce of the future.

Yiannis Koursis
Principal and Chief Executive Officer

VISION, PURPOSE AND VALUES

Our students are at the heart of everything we do.

Our outstanding, passionate staff are always striving for excellence and this positive culture has a real impact on our students' aspirations. We encourage students, staff and external stakeholders to dream big and we are proud to say that studying at Barnsley College helps to inspire our students and transform their lives.

Our vision, purpose, values and strategic plan help to steer the College and ensure that our focus is on helping our students to achieve the very best.



VISION - TRANSFORMING LIVES

Our vision is to transform lives, not just those of our students and staff, but of our external stakeholders too. It frames our ambitions and expectations and provides a clear long-term goal.

PURPOSE

Our purpose defines what we do every day to ensure that all of our students:

- Have a great time
- Achieve their aims
- And progress on to work or Higher Education

OUR VALUES

Our values serve as a compass for our actions and describe how we behave in the world.

- Aspirational – courage to shape a better future
- Supportive – encouraging, compassionate and understanding
- Caring – hearts and minds
- Respectful – inclusive
- Genuine – be clear, be real

Talent United 

The **Open**
Kitchen

Wigfield
Farm 


SPORTS
ACADEMY


SportsVillage AT HONEYWELL

STRATEGIC FOCUS

VISION:

PURPOSE:

QUALITY

Maintain Outstanding

Enhance HE provision

Boost satisfaction

Enrich teaching and learning

Expand E-learning technologies

Improve student outcomes

Support personal development

CURRICULUM

Add value

Introduce T Levels

Maximise HE

Expand apprenticeships

Enhance 14-16 provision

DEPARTMENTAL

OUR

VALUES: ASPIRATIONAL, SUPPORTIVE,

TRANSFORMING LIVES

To ensure our students:

- Have a great time
- Achieve their aims
- Progress on to work or Higher Education

SUSTAINABILITY

Grow College income

Retain and develop staff

Shock-proof finances

Future-proof infrastructure

REPUTATION

Extend employer engagement

Boost stakeholder recognition

Build external relationships

Deliver effective marketing strategy

PLANS

PEOPLE

CARING, RESPECTFUL, GENUINE

QUALITY

Delivering a beyond Outstanding experience for both our students and staff and being Ofsted inspection-ready is our key focus. Seven strategic goals underpin our ambition to maintain and go beyond Outstanding, with each area driving our teaching and learning. We aim to deliver the highest quality provision for students, staff and our stakeholders to help them aspire to reach their full potential.

STRATEGIC GOALS


- **Maintain Ofsted Outstanding status.**
 - **Enhance the quality of Higher Education provision.**
 - **Boost user/stakeholder satisfaction.**
 - **Maintain outstanding teaching, learning and assessment.**
 - **Expand the use of e-learning technologies.**
 - **Improve student outcomes in terms of progression and destination.**
 - **Support personal development, behaviour and attitudes.**
-

MAINTAINING 'OUTSTANDING' - ALWAYS INSPECTION READY

Ours is a high quality product and we are confident that our performance exceeds the requirements of the new Ofsted assessment framework.

The new framework, which is designed to ensure that students not only achieve their qualifications but have the opportunity to develop themselves in an holistic sense, aligns perfectly with our own vision of transforming lives. By driving a culture of high expectation that ensures all students are supported to achieve their potential, we will continue to be inspection-ready.





Teaching, learning and assessment is our core business and we will embed a culture of excellence that delivers an outstanding classroom experience every day. We will support teachers to be the very best versions of themselves.

Our teaching and learning strategy will focus on the embedding of learning technologies. There will be a clear expectation that the College should be at the cutting edge of new innovations. We recognise that students want to learn in different ways, and we will meet their needs accordingly.

We have been chosen as just one of 50 colleges in the UK, and the only one in the South Yorkshire region, to pilot the Government's new T Levels from September 2020. We will be delivering three pathways in construction, digital and education.

Student Voice forums in each curriculum area provide a vital opportunity for us to listen to students and receive their feedback. By listening carefully and recognising that students want to express their ideas in a variety of different ways, we shall be able to keep their views at the heart of our decision-making. We will continue the work we have started through the Student, Teaching and Learning Forum to formalise student views when

making decisions about the quality of teaching, learning and assessment.

We will ensure that students achieve their qualifications and progress to their chosen destination. Just as importantly we will support their wider personal development, through the promotion of cultural capital, enrichment, enterprise and high-quality work experience and industrial placements. This will result in highly personalised and bespoke programmes of study, which will ensure that students are in the best possible position to take the next step.

At the same time, we expect our students to take ownership of their own learning and development and display positive behaviours and attitudes. This includes attending all classes punctually and being ready to learn.

In Higher Education (HE) we will continue to focus on the student experience to improve student satisfaction rates. We will work hard to ensure that our HE students stay with us, achieve good qualifications and progress to graduate-level employment or further postgraduate study. This will allow us to achieve the Teaching Excellence Framework.



CURRICULUM

Students are at the heart of everything that we do here at Barnsley College, and their views are at the centre of our decision-making. We aim to provide them with an outstanding experience, to ensure that they leave us as well-rounded individuals, ready to take the next step into Higher Education or a career.

STRATEGIC GOALS

- Add value to every student.
- Successfully introduce T Levels.
- Maximise HE provision in Barnsley.
- Expand our apprenticeship programmes.
- Enhance our provision for 14-16 year olds.

EXCEPTIONAL TEACHING AND LEARNING, WITH A CULTURE OF EXCELLENCE

Our curriculum strategy sets out to ensure that every student receives the programme they require to achieve the qualifications and progression goals they have identified, with the support of outstanding careers, education, information, advice and guidance (CEIAG).

It aligns with the new inspection framework for Further Education which recognises the additional value that programmes can create for students.

It is not enough for our students just to gain a qualification; they must acquire new skills, attributes and attitudes. We must ensure that they are able to use these skills, attributes and attitudes to enhance their ability to progress through the College, and into Higher Education or a career.



As a result, we have been working hard to ensure that every student has the opportunity to undertake a work placement, or a significant programme of Higher Education preparation.

We also recognise the positive impact that an understanding and experience of cultural capital can have on our students' ability to progress. Our knowledge is sector-leading in this field, and it will drive our curriculum planning to ensure that we don't just deliver qualifications, but help students to develop the skills employers are looking for.

Government curriculum initiatives with regard to A Level reform, the introduction of T Level programmes and external testing for Applied General Qualifications will require us to make substantial changes in many areas. We are preparing carefully for them and believe they present great opportunities.

We are also committed to supporting the Barnsley TechTown Five Year Action Plan. This aims to create 'More and Better Jobs' and businesses by promoting the acquisition of digital skills, promoting digital entrepreneurship and using digital technology to transform existing businesses. Our contribution is to create a new department to expand our digital curriculum. This will provide a wider range of opportunities for students to acquire digital

skills and experience, including the new digital T Level.

As we continue to grow and develop provision that meets the needs of the 14 to 16 year olds in Barnsley, we will maintain the excellent relationships we have developed with the schools in the region.

It is expected that the number of students seeking apprenticeships will continue to grow. We will continue to work with employers to ensure that we are providing the programmes they need to develop their teams, and helping them to recruit their future workforce. We will encourage local employers to offer valuable work experience and industrial placements to our students.

We will develop our Higher Education curriculum to ensure that it meets the needs of the local community. By being flexible in our delivery we will ensure our offer is accessible to everyone and support our programmes through the provision of really great facilities.

We will continue to invest in our estate so that our learning environments are first class. We will collaborate with students and staff when planning new projects, to create spaces that imitate the work environment and areas that we can all be proud to work and study in.



SUSTAINABILITY

We intend to safeguard the College for the future by making sure we generate enough cash each year to continue to provide an outstanding experience for our students and staff during their time with us. This involves investing in our buildings, facilities, staff, equipment and IT infrastructure and continuing to operate efficiently. Ultimately, we aim to future-proof our financial position and secure our sustainability.

STRATEGIC GOALS

- **Grow income.**
- **Maintain income.**
- **Retain and develop satisfied staff.**
- **Future-proof the College's finances.**

GROWING INCOME AND SHOCK-PROOFING FINANCES FOR A SUSTAINABLE FUTURE

We will endeavour to grow our income by targeting key growth sectors. Apprenticeship income is one such area. Whilst the apprenticeship market continues to be challenging, we will focus on increasing apprenticeship income from levy businesses. We also aim to expand our provision for 14 to 16 year old students and increase our revenue from full-cost courses.

Income will continue to be generated from our existing funding sources at the same levels, or more than currently earned. One example of where we have been especially successful is the recruitment of 16 to 18 year old students, and our delivery

of highly successful training to them which has resulted in outstanding achievement levels. We must grow the number of students in this cohort, whilst continuing to deliver outstanding and innovative training.

Our teachers, managers and support teams are critical to the success of the College. We want them to be happy and developed appropriately to provide the best experience for our students. Significant strides towards succession planning have been made. A mutually beneficial appraisal system and range of staff benefits are helping us to attract good people. As a result, staff satisfaction is high, and a large proportion of vacancies are filled internally. We will continue to build upon these successes.

We want to secure the College's finances so that we can withstand any policy or national funding changes without a detrimental impact. Protection against future change is critical for us to be able to continue to achieve our purpose. Creating a strong and healthy financial position will be our priority. To do this we will focus on growing income, controlling costs and retaining a certain level of reserves. We will continue to focus on delivering our provision in the most efficient way.

By diligently working towards these goals we will remain financially strong, and continue to be in a sustainable position in future years to deliver first-class training and education to our students.



REPUTATION

We are really proud of Barnsley and the communities we work with. We aim to continue to build strong links with students, staff, schools and businesses, reinforcing our place in the local community as an outstanding education provider. As we strive for beyond Outstanding, our brand and reputation, as well as the quality and financial position of the College, underpin our ability to recruit students and engage with external audiences.

STRATEGIC GOALS

- Extend employer engagement.
- Boost stakeholder engagement and recognition.
- Build external relationships.
- Deliver an effective marketing strategy.

BUILDING OUR BRAND, ENHANCING OUR REPUTATION

The reputations of Barnsley College, Barnsley Sixth Form College and the ITS Group are crucial to our future success. We intend to develop and strengthen them by working towards our four strategic goals. By building our brand and enhancing our reputation we will support the College's development strategy and future growth.

Developing strong links with businesses is intrinsic to our strategy. It will help us to grow the number of apprentices that we engage with, and support the development of industry placements as part of our T Levels delivery.

We will build on the links we have already established in the Barnsley area, ensuring that we win repeat business. At the same time, we will try to secure new business in the wider region, as well as nationally through funding bids. A refresh of our employer engagement initiative, Talent United, has delivered



renewed focus and we are actively working with members to support College activities.

Further attention will be given to stakeholders. We will build on the success of our new Umbrella magazine and Yearbook, which have proved to be great vehicles for opening conversations. Also, we will be increasing the number of opportunities for key members of the local community to engage with us.

Since they work for an Outstanding College, our staff are often asked to attend meetings to influence and shape national policy. This is something we have started to look more closely at, to understand who plays a part in this, and how we can gain more prominence in the national debate on Further and Higher Education.

Whilst we believe we have a great reputation locally, we are working to improve the recognition of our brands regionally and nationally.

World Skills competitions are a great way to achieve wider recognition. We have achieved great success in previous years and we are investing in departments to support them to get involved. We are also hoping to host regional heats here at the College.

Identifying key awards to enter, be it for the whole College, staff or students, remains a key priority. Creating a competition culture will encourage departments to nominate themselves for awards. We will also identify more areas to submit for

national awards such as the TES, AoC and Beacon Awards.

Efforts have been made to secure sponsorship opportunities within the region, to place us at the heart of people's thinking, especially businesses. Further opportunities are being identified for brand building and reputation.

Our marketing strategy will continue to be soundly based on research, which will be extended to include employer perception and key message development. This will help us to better understand how businesses would like to engage with us, and what the barriers might be.

Already well perceived in the area, we will continue to build on the key messages used and support Barnsley Metropolitan Borough Council's Town Spirit strategy – which sets out to make Barnsley a better place to live, work, invest in and visit. We will continue to maintain our relationship with local and regional press and media.

The acquisition of ITS Group will support many of our plans, and we will work with the staff to develop ITS's reach and build ITS's brand reputation, both regionally and nationally.

Our students go on to do amazing things after leaving us, whether that is through work or further study, and our alumni prove we are achieving our vision of transforming lives. We should not overlook the crucial part they play in building our reputation.



OUR PEOPLE: DELIVERING OUR PROMISES, ACHIEVING OUR PURPOSE

We have a talented and committed team of teachers, trainers, support staff and managers. Their ability, experience and dedication enable us to achieve our purpose, which is to ensure that our students have a great time, achieve their aims and progress on to work or Higher Education.

Our model of departmental autonomy enables decisions to be taken by managers and staff. We value innovation and creativity, since they allow us to strive for better performance. High levels of staff satisfaction encourage us to pursue new ways to reward our people and create an enabling culture of success and progress.

We employ around 1,000 people on a permanent basis. In addition, we engage staff on variable hours contracts. This makes us one of the region's largest employers.

We support our colleagues' development and encourage them to attain new qualifications to help them progress within the College. An embedded succession planning process and teaching career pathway enables this to happen. Our flexible

appraisal system supports high performance and we focus on increasing management capacity through development.

Colleagues tell us that they like working at the College. Our staff survey shows a 92% satisfaction rate and we aim to improve this in the future. We offer an extensive range of employment benefits, which we review regularly, and are developing our health and wellbeing strategy.

Overall, our aim is to recruit, reward and retain the very best people, in order to deliver the very best experience and outcomes for our students. We are clear that our people are our most valuable asset. They do a fantastic job and we are very proud of them.





LEE BARBER

Creative Media Teacher, Lee Barber, who also presents a weekly show on Dearn FM, has won two prestigious awards for inspiring learners with his passion for radio. Having also introduced radio broadcasting to Level 2 and 3 students, he was awarded an Unsung Hero Award together with the Principal's Award at our Staff Star Awards.



AMY HORSFIELD

Our Sport tutor, Amy Horsfield, has won the Yorkshire Netball Teacher Award for outstanding contribution to Netball at the Golden Globe Awards. The award recognises those who have made an outstanding contribution to netball outside of their statutory teaching responsibilities.



BETHH OLIVER

Our marketing team won two silver awards at The College Marketing Network's national FE First Awards 2018, which recognise and celebrate the best in college marketing. Bethh Oliver, our Digital Marketing Officer, won the Silver Award in the Outstanding Individual category and the College won the Silver Award in the Full-time Prospectus category.



GEORGIA NIELD

Georgia Nield secured a permanent role in our HR team having been crowned Student of the Year at the Hallam Hero Awards 2019, and winning Young Apprentice of the Year at the Young Champions Awards. She is continuing her Level 3 studies in her new role, and provides excellent support to other Business Administration Apprentices.

TRANSFORMING LIVES

Our vision is to transform lives - not just those of our students but of our colleagues and external stakeholders too. It's an ambitious target but one we are already achieving in so many ways. The purpose of this Strategic Plan is to ensure that we achieve even more for our students, colleagues and the wider community going forward.

TRANSFORMING LIVES

EXTERNAL STAKEHOLDERS

Together with our fellow Further Education providers in the Sheffield City Region, we support the wider communities we work in by:

- Providing career-ready students to local employers
 - Improving workforce skills
- Supporting the region to identify future skills needs
- Helping to create 'More and Better Jobs' for the region
 - Increasing added income into the local economy
 - Producing social savings: reduced medical costs, lower crime rates and reduced income assistance
 - Promoting social cohesion
- Providing an excellent return on investment for tax payers

COLLEAGUES

- Providing job satisfaction and stability
- Appreciating innovation and creativity
 - Valuing equality and diversity
- Creating an enabling culture, where decision-making is shared
 - Supporting personal development and career progression
- Offering the opportunity to acquire new skills and qualifications
 - Encouraging high performance, recognising success
 - Rewarding fairly, with a generous range of employment benefits
 - Promoting health and wellbeing
 - Supporting positive work/life balance, with family-friendly policies

STUDENTS

- Improving skills
- Widening horizons
- Encouraging ambition
- Increasing Social and Cultural Capital
- Preparing for new and better roles, with greater responsibility and job satisfaction
 - Increasing earning potential
 - Supporting progression into Higher Education or work
 - Creating a great experience

GOVERNANCE: SETTING THE COURSE, MONITORING AND MAINTAINING PROGRESS

Our Governing body is the Barnsley College Corporation - an independent Further Education (FE) corporation.

It comprises a maximum of 18 governors from a range of backgrounds, drawn from the community we serve. Its membership and composition ensure that we benefit from the views and input of our students, staff, local business partners and the wider community.

Our board's main purpose is to determine the educational character and mission of the College and to ensure its overall wellbeing. It is responsible for:

- The quality of the service we provide to our students and for their welfare.
- Setting and monitoring targets for the retention and achievement of students.
- Ensuring that our students reach their learning goals and enjoy College.
- The financial health of the College and the proper use of public funds.
- Effective management.

It is also responsible, in law, for the following:

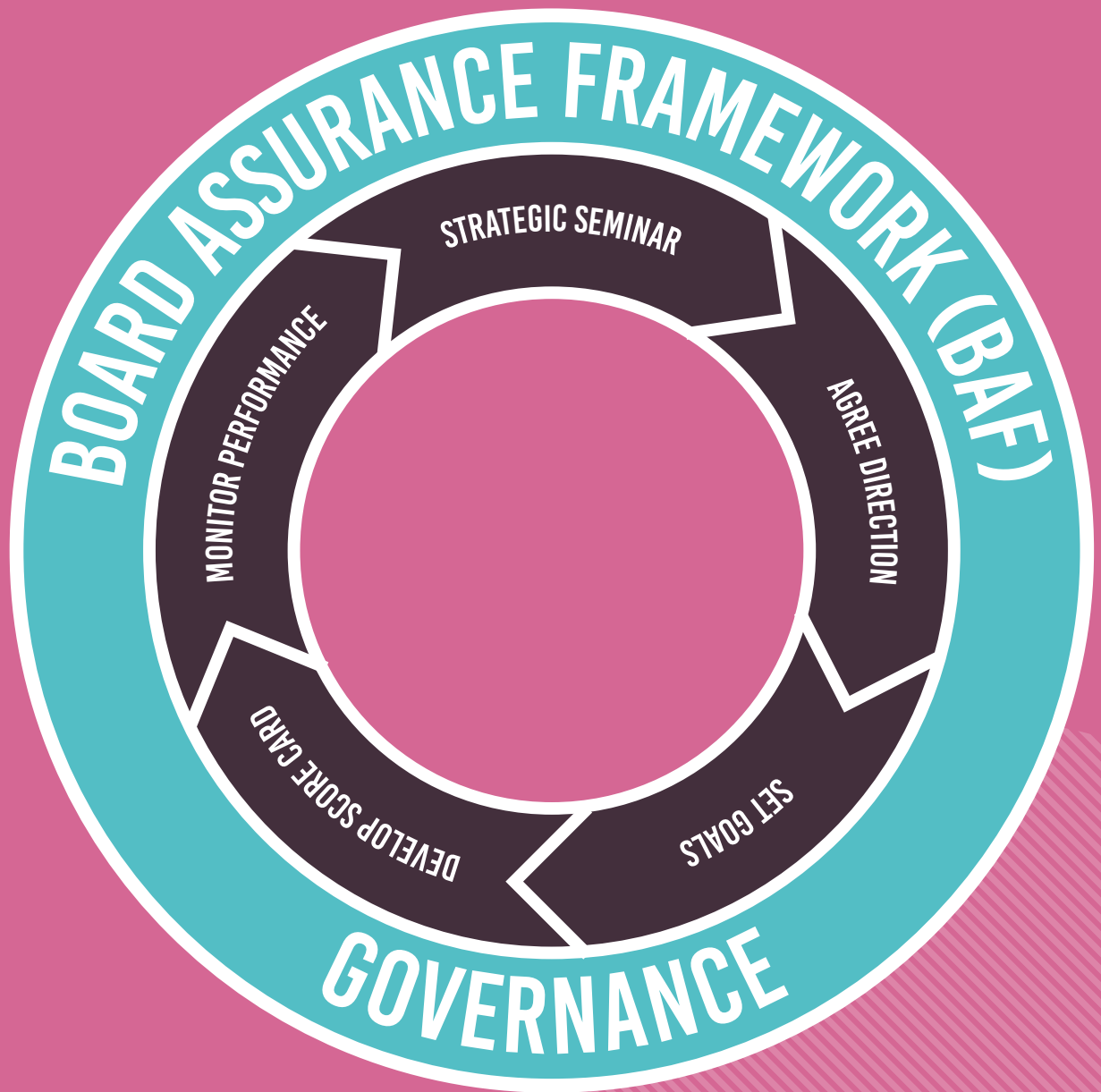
- Safeguarding and Prevent.
- Equality and diversity.
- Special educational needs and disability.
- Health and safety.
- IT and general data protection regulations.

Each year, our governors and senior leadership team take part in a seminar, to agree and set our strategic focus for the forthcoming academic years.

Our board and audit committee subsequently use a Balanced Scorecard to measure progress against our goals, under each strategic pillar. Wrapped around and supporting everything, is our Board Assurance Framework (BAF), which we use to monitor performance and manage risk throughout the year.

Of course, we understand too that the College's success depends on the quality of leadership and governance we are able to provide. It is why we have continued to strengthen our board and have thoroughly reviewed our governance models in the last year.

This has included streamlining our committee structure, introducing creative sessions where we share ideas for the future, and carefully analysing key issues to make sure that we understand the biggest challenges we face.



QUALITY

STRATEGIC GOALS	PERFORMANCE MEASURES
<p>Maintain OFSTED Outstanding status</p>	<ul style="list-style-type: none"> • Outstanding provision for young people • Outstanding provision for adult learners • Outstanding provision for apprentices
<p>Enhance the quality of Higher Education provision</p>	<ul style="list-style-type: none"> • Increased levels of student satisfaction (NSS) • Successful TEF application • Improved continuation rates • An increased number of learners progressing to graduate employment (graduate outcomes) • Successful QAA visit
<p>Boost user/stakeholder satisfaction</p>	<ul style="list-style-type: none"> • Happy learners as evidenced through internal and external surveys • Comprehensive learner voice strategy • High levels of employer satisfaction
<p>Maintain Outstanding teaching, learning and assessment</p>	<ul style="list-style-type: none"> • Embed a culture of excellence in teaching, learning and assessment • Ensure a high quality learning experience every day • High quality training and development
<p>Expand the use of e-learning technologies</p>	<ul style="list-style-type: none"> • Embedded learning technologies • Create AI/VR projects cross-College
<p>Improve student outcomes</p>	<ul style="list-style-type: none"> • All our learners will progress to work or further study • Personalised study programmes • Selling Careers not Courses
<p>Support personal development, behaviour and attitudes</p>	<ul style="list-style-type: none"> • Highly personalised and effective study programmes leading to learner engagement in enterprise, enrichment, volunteering, and work placements • High quality proactive relevant tutorial programme • Increased focus in health and wellbeing • Increase staff skill level

CURRICULUM

STRATEGIC GOALS	PERFORMANCE MEASURES
<p>Add value to every student</p>	<ul style="list-style-type: none"> • Add Value - Learners address 'More and Better Jobs' • Cultural capital acquisition • Learners demonstrating learning gain
<p>Successfully introduce T Levels</p>	<ul style="list-style-type: none"> • Employers involved in planning and delivery • Grow number of employer incentives available for work placements • Grow number of employers trialling incentives for work placements • Increase the number of students through work readiness gateway • Industrial placement - targets exceeded
<p>Maximise Higher Education (HE) provision in Barnsley</p>	<ul style="list-style-type: none"> • HE is well planned and responsive • Degree apprenticeships are introduced • Support
<p>Expand our apprenticeship programme</p>	<ul style="list-style-type: none"> • Standards 2020 • Creative – the best of our thinking • Employers – on board, designing and delivery • Mode - flexible • Targets – exceeded
<p>Enhance our provision for 14-16 year olds</p>	<ul style="list-style-type: none"> • Responsive • Excellent – life changing

SUSTAINABILITY

STRATEGIC GOALS	PERFORMANCE MEASURES
<p>Grow the College income</p>	<ul style="list-style-type: none"> • Total apprenticeship income • % of employers with repeat business • Number of learners studying A Levels • Business, warehousing and logistics income • Digital income • 14-16 direct recruitment income • Income from full cost courses
<p>Retain and develop high performing staff</p>	<ul style="list-style-type: none"> • Staff sickness • Staff retention • Staff satisfaction • Internal progression
<p>Shock-proof the College's finances</p>	<ul style="list-style-type: none"> • Total income • Staffing ratio (excluding restructuring) • ESFA Financial Health Grade points • EBITDA • Debt service cover
<p>Future-proof the College infrastructure</p>	<ul style="list-style-type: none"> • % of estate in condition A/B • Building utilisation • % of IT equipment over five years old • Investment in College systems, processes and improvements – fewer, simpler systems • Carbon reduction plan • Estates department ISO14001 readiness • Carbon footprint

REPUTATION

STRATEGIC GOALS	PERFORMANCE MEASURES
<p>Extend employer engagement</p>	<ul style="list-style-type: none"> • Grow the number of employers supporting industry placements • Grow number of employers engaged • Increase repeat business • Talent United – grow member engagement
<p>Boost stakeholder engagement and recognition</p>	<ul style="list-style-type: none"> • Increase the number of opportunities to engage with stakeholders • Become a Local Enterprise Partnership Skills Board member • Identify opportunities to influence local, regional and national strategic policy • Become approved End Point Assessment Centre
<p>Build external relationships</p>	<ul style="list-style-type: none"> • Increase the number of World Skills entrants • Identify relevant awards for the Further and Higher Education sector • Identify major sponsorship and partnership opportunities • Utilise research to develop opportunities to engage with the local community
<p>Deliver an effective marketing strategy</p>	<ul style="list-style-type: none"> • Increase the Net Promoter Score • Increase the perception score for Barnsley College and Barnsley Sixth Form College • Create audience profiles for targeted marketing and engagement activities • Maintain applicant market share 88% for vocational subjects • Positive reputational integration of training provider • Maintain positive media relations

