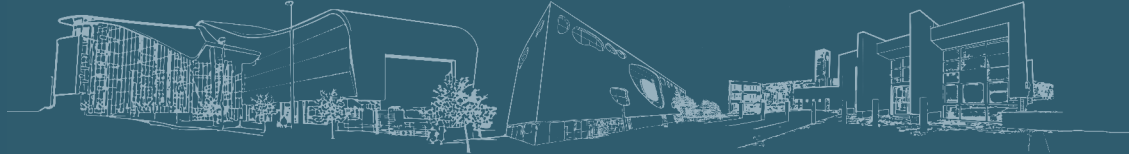


THE SANDWELL FAMILY OF COLLEGES

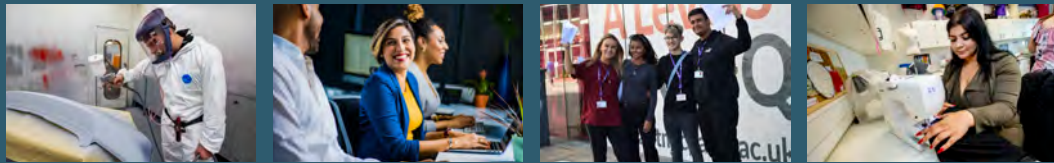


SANDWELL COLLEGE CENTRAL SAINT MICHAEL'S SIXTH FORM CADBURY SIXTH FORM COLLEGE

STRATEGIC PLAN

SERVING BIRMINGHAM, SANDWELL & THE WEST MIDLANDS

WORKING IN PARTNERSHIP WITH:



OUR STUDENTS TO ACHIEVE THEIR ASPIRATIONS



EMPLOYERS TO MEET SKILLS NEEDS & CREATE JOBS



STAKEHOLDERS TO INCREASE OPPORTUNITIES & ECONOMIC PROSPERITY

**WEST MIDLANDS
COMBINED
AUTHORITY**

**SANDWELL
COUNCIL**

**CHAMBERS
OF
COMMERCE**

**BIRMINGHAM
CITY
COUNCIL**

OUR VISION TRANSFORMATION ACHIEVEMENT



Foreword from the Chair of Governors:

It gives me great pleasure to introduce you to our most recent strategic plan.

Despite the considerable challenges faced by Colleges over the recent years I am proud to report that Sandwell College continues to go from strength to strength. Our students continue to meet, and indeed exceed, the aspirational targets set, supported by our talented, dedicated and experienced team of staff.

This new Strategic Plan details how we will build upon our high standards and achievements, will continue to meet local, regional and national economic priorities, and ensure that our students are able to enjoy successful and fulfilling lives.

These ambitious plans reflect the commitment of all, including the Board of Governors, The Leadership Team, and College Staff, all of whom have been in a thorough process of review of progress so far. We have also consulted with our wide range of partners which include employers, business leaders, local colleges, Local Authorities, Universities and the West Midlands Mayor. The strategy has been designed to ensure that we are meeting the ever evolving local, regional and national economic priorities. This will ensure that on leaving Sandwell College students will have not only the qualifications for successful employment or further studies, but will have also developed the skills and attitudes demanded by employers.

We are very proud of our students and staff and their achievements. This strategy aims to build upon these and to ensure that Sandwell College continues to be the leading provider of further education and skills in the region.

Ken Ellis



Message from the Principal:

A very warm welcome from Sandwell College. We are focussed on supporting the best possible outcomes for all our students. We are here to help each one of our students realise their aspirations and achieve their goals, whether that involves Higher Education, securing employment or an Apprenticeship, or to progress their existing career by gaining new skills.

We set the highest standards and expectations for ourselves and our students, and are focussed on being an inclusive college, where diversity is celebrated and actively encourage learners from all communities to join us.

As an anchor institution in the areas we serve, we also recognise our duty to play a key role in developing the economic prosperity of the region by working in collaboration with employers and wider stakeholders to ensure that we offer the highest standard of education and skills training to enable students to take advantage of and secure employment opportunities.

We are ambitious for our students and have a significant investment programme planned that will deliver further state of the art facilities. Our plans include an advanced Construction and Engineering Centre along with a sector leading partnership with the NHS and local Universities to create a learning campus dedicated to training the health professionals of the future.

It remains a privilege to continue to work with the Board and the talented staff at our College to lead the delivery of the next phase of our work. Our students speak with real passion about their experiences at College and their courses and I hope that you will join us at this exciting time, in making Sandwell College truly outstanding.

Graham Pennington



Our Mission

To provide and continuously develop and deliver an education of the highest quality, training and learning programmes that help improve the life chances and the economic prosperity of our learners, communities and businesses.

Our Vision

To provide an exceptional, innovative, technologically advanced and inspirational teaching and learning experience leading to individuals' success; and to be an anchor institution at the heart of our communities by working together with schools, employers and partner organisations to enrich lives, raise aspirations, encourage enterprise and improve social and economic well-being.

HOW DO WE SEE OURSELVES GOING FORWARDS

Our primary focus is on young people aged between 16 and 18. We see this as central to our ongoing development.

Our students come from extremely disadvantaged areas of Sandwell and Birmingham; our core mission is to improve their life chances.

Many of our learners need significant support. We have over 2,500 students studying Maths and English due to not having achieved these qualifications at school.

We have raised aspirations and developed a highly successful academic offer through Central Saint Michael's Sixth Form and Cadbury Sixth Form College.

16-18 year-old learners

16 to 18 learners are at the heart of our college. We offer a range of courses from A Level at our dedicated centres. The College continues to develop its vocational and technical routes with an emphasis on careers.

19-24 year-old learners

We will continue to support young adults who may have not succeeded at school and for whom the College represents an opportunity to gain skills and qualifications they will now need to progress either into further study or employment.

24+ Adult learners

We will continue to support more mature learners subject to funding and the new skills measures being developed following the devolution deal for the West Midlands Combined Authority. Our focus for development, given the skills gaps in the area are Level 3+, particularly employed people – sustaining jobs and enabling progression.

Our ambition in this area is to re-engage learners to either continue their learning up to and beyond Level 3 or enter the labour market. We will increasingly focus on job search and matching.

Higher Education

We intend to develop a local offer in conjunction with a HE partner which will build upon the work we already do in providing HE and professional courses. The purpose is to provide a pathway for students who, for a variety of reasons and contexts, may be unable to attend directly at other HEIs.

Apprenticeships

Apprenticeships remain a key area for the College as a pathway for learners to gain employment. For many of our young learners in particular this will be an increasingly popular pathway.

To achieve this, we are modifying our curriculum to offer 'step in and step off' points from more traditional programmes and traineeships so that College learners, as well as direct entrants to apprenticeship programmes, are able to make an informed decision about their own progression. We will also extend our offer of apprenticeship standards to high-levels working with employers on upskilling and reskilling of existing staff. We intend to blend our work with a private sector provider who brings with them expertise and ways of working.



THE FUTURE: OUR OBJECTIVES

- 1 Continue the pursuit of excellence in all that we do for the benefit of our students.
- 2 Ensure there is an effective COVID recovery plan focussed on supporting those who have been disadvantaged by the pandemic.
- 3 Ensure all students receive the same high standards of support and teaching irrespective of location or their background; ensure we celebrate diversity within the College.
- 4 Innovate our curriculum to meet changes in educational policy.
- 5 Continue to invest in training our staff to benefit the learner experience.
- 6 Diversify and grow to benefit as many people as possible in the communities we serve:
 - Adoption of T levels; Traineeships & Apprenticeships; develop programmes for adult learners; expand Higher Education
- 7 Further invest in employer engagement activities to increase opportunities for students.
- 8 Evolve our use of learning technologies and embed this in our pedagogical approach.
- 9 Develop state of the art facilities for technical and advanced qualifications:
 - A Civil and Mechanical Engineering Centre in West Bromwich.
 - ‘Rowley Regis College’ for Adults in Cradley Heath.
 - Midlands Metropolitan Learning Campus for Health Professions in Smethwick.
 - ‘Science City’ for STEAM subjects at Cadbury Sixth Form College.
- 10 Extend our support for students with their next steps whether it is further study, a job or an Apprenticeship, or greater quality of life.



OUR STORY

VISION

TRANSFORMATION

ACHIEVEMENT

Our college has a long history, one that has enabled the success of today and that continues to underpin our future progress.

We can trace our roots back to the 1840s when Chance Brothers glass makers established a technical school on Spon Lane. Chance Brothers Limited produced the million square feet of glass for the Crystal Palace at the Great Exhibition of 1851 and also established a school on Spon Lane, West Bromwich in the mid-1840s.

By the 1860s, the curriculum provided factory workers with classes in Reading, Writing and Arithmetic along with Freehand and Mechanical Drawing, Chemistry and Mechanics. This became Smethwick Municipal College in 1927 and was renamed Chance Technical College in 1945.

In 1968 the college was merged with Oldbury College of Further Education to form Warley College of Technology, with the buildings in Crocketts Lane (Chance Building) housing the main administrative centre of the new college and six of its eight departments.

Sandwell College gained its current name in 1986 as the result of a merger of Warley College of Technology and West Bromwich College of Commerce and Technology. Sandwell College emerged as an independent further education college corporation outside of local authority control in 1992 following the Education Act of that year, incorporating all previous further education sites in Sandwell.

2014 brought the development of Central Saint Michael's Sixth Form in the former arts centre known as 'The Public', also in the town of West Bromwich, supported by a new leadership team and Board of Governors.

Later, in 2018 the college merged with Cadbury Sixth Form College in Kings Norton Birmingham, re-establishing its presence and reach in Birmingham. Cadbury Sixth Form College was established as one of three new specialist sixth form colleges for Birmingham in 1983. The college is named after John Cadbury, the founder of the Cadbury chocolate business, known for his dedication to civic and

social work until his death in 1889. The Cadbury family in the 1870s relocated to what was then north Worcestershire, where the current College is located, on former Cadbury-owned land gifted to the City of Birmingham.

Most recently in 2021 it opened a city centre site at Bennetts Hill providing further access and opportunity, perfectly placed within the heart of the business district.

It is with this great history in mind our strategy will see us rediscover our routes in the Sciences, Engineering and the Creative Arts as well as develop a new future in Health and other curriculum pathways.

Today, the College is highly successful, thriving, growing and operating a multi-site college. We offer a wide range of technical and vocational programmes to young people and adults and an expanding range of academic qualifications through our dedicated sixth forms.

We serve communities in Sandwell, across Birmingham, and attract students from all areas of the West Midlands. Our turnover has increased to over £45m over the last five years, at a time when Further Education has been squeezed and budgets have tightened. We now employ over 700 people and our financial health is sound.

We raise learners' aspirations through exceptional teaching and learning – putting students at the centre of all that we do and continue to invest in the student experience inside and outside the classroom. Inclusivity sits at the heart of our work. There is a place for every student, and we celebrate the richness our diversity brings to the experience of College life. Our commitment to improving and our focus on quality is unrelenting.

The college was recognised as 'FE College of the Year' in 2019.

We have more than 6,600 full-time 16-18-year olds, 4,000+ adult learners and over several hundred learners following apprenticeships. For our adults, classes take place during the day, evenings, in community venues and involve

professional training. The College offers real and extensive opportunities for all and provides exceptional access to English for speakers of other languages along with numeracy and literacy programmes.

We are positioned as the main sixth form option for the communities we serve outside of the school sector. Cadbury Sixth Form College serves the City of Birmingham attracting students from across the City with reach into North Worcestershire, West Solihull and parts of the Black Country. Central Saint Michael's Sixth Form provides a university-style advanced learning experience for Sandwell with increasing numbers travelling in from North and North-West Birmingham wards.

Central Campus is our main centre of technical and vocational learning, joined with Apprenticeship provision and a full suite of T level routes. In addition, wider skills development, support and adult theory and practical training are also delivered here.

High Needs and Foundation Studies are a core part of the College's inclusive offer. Working with a range of local authorities, we have expanded our provision for students with additional and complex needs who may require additional, individualised and ongoing support with their studies.



In addition to our wide curriculum offer across all sector subject areas, and over 30 A and AS level qualifications, we continue to deliver to a huge number of our students ESOL, Functional Skills, GCSE English and GCSE Maths with well over 2,500 young people being given chances and opportunity. Our English and Maths GCSE offer now also extends to adults.

In developing this Strategic Plan we have engaged widely with staff and students. We have undertaken detailed exercises to understand more about what we do best and what we want to do better, and how we can ensure that we fully meet the ambitious commitments we have for all we serve.



OUR TIMELINE

Our recent past

2012/13

Central Campus Opens

Central Sixth Dedicated Sixth Form Opens



2015/16

Development of Curriculum Advisory Employer Boards



Careers Plus Opens

Learning Hub Opens

Fab Lab Opens

2018/19

Merger with Cadbury Sixth Form College

Central Saint Michael's Sixth Form Brand Launch



2020/21

Cadbury Science City Phase 1 Opens

Creative & Cultural Skills Leadership College



2021/22

6,600 16-18 year-old Young People

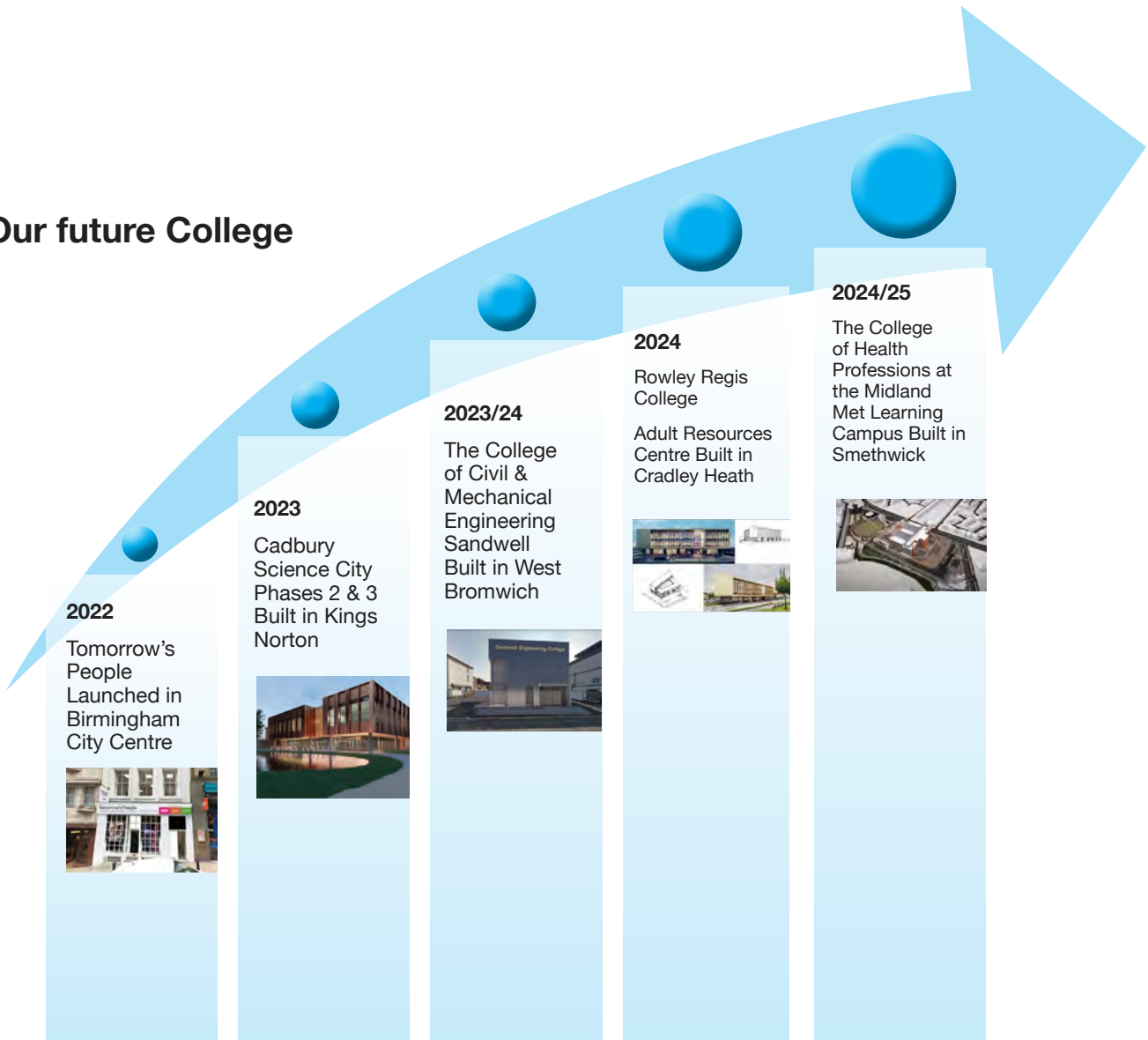
Professions & Innovation Academy Launches

Partnership with Right Time Recruitment

Edgbaston Cricket Education Programme Launches



Our future College



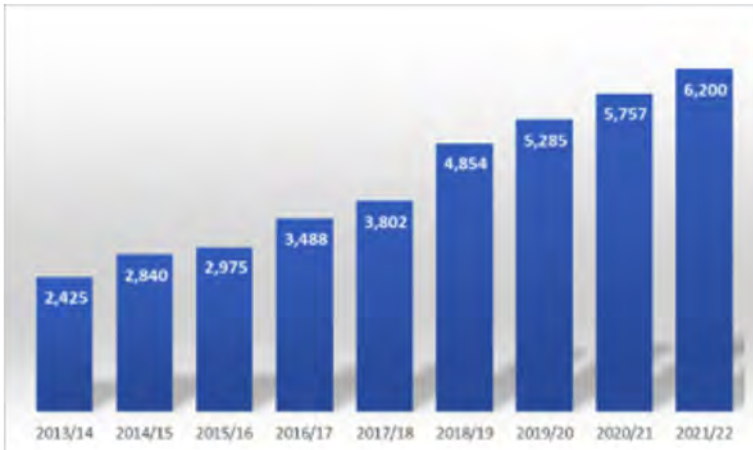
OUR COLLEGE AT A GLANCE

- 1** Our aim is to make a difference and improve life chances of individuals through the education skills training we provide. Our core learning communities are Sandwell and West Birmingham. We serve an estimated population of upwards of 500,000.
- 2** We are the largest College provider of 16-18 education in the Midlands with over 6,600 young people studying with us. The College has seen unprecedented growth in student numbers. In addition, the College has more than 4,000 Adult learners, focusing on courses helping people get jobs.
- 3** The areas we serve are amongst the most rapidly increasing in terms of population with a higher proportion of children and young people. Over the next 5-10 years there is expected to be over 40% increase in year 11 leavers.
- 4** We have a clear vision, mission and leadership to work with other stakeholders, including the Local Authorities, businesses and schools to raise aspirations, provide opportunity and improve life chances.
- 5** The areas we serve are amongst the most economically and socially deprived nationally. The ONS recently ranked West Bromwich and its surrounding areas as the 2nd most economically deprived area in the country. In addition, we serve the most economically deprived wards in Birmingham.
- 6** School attainment is below national averages in Sandwell; approximately 44.6% of school leavers achieve 5 GCSEs A*-C. The figure for Birmingham is 54.3%. The State School average is 54.9%. The College has over 2,500 students studying Maths and/or English.
- 7** The College has £125m capital equivalent facilities invested since 2012, with £40m of new capital investments over the life of this plan.
- 8** The College is financially resilient, investing strategically to support its objectives and has a financial health score of 'outstanding'.
- 9** The College is developing key specialisms in Science, Technology, Engineering, Arts and Maths (STEAM): a new Fab Lab at Cadbury Sixth Form College; an emerging EdTech suite at Central Saint Michael's Sixth Form; Business & Professional Services for Adults; and a future focus on Health and Allied Professions.
- 10** Our Students and our Employers express a high degree of satisfaction in the education, training and services we provide, with over 97% of respondents saying they were "highly satisfied".

OUR SCORE CARD

Prior to merger an Ofsted rating of good

Young People [Exceptional Growth]



Number of young people studying at the college

155% increase on funded numbers since 2013/14.

ESFA financial rating is Outstanding



Jobs & Apprentices

More than **4,000** Adult Students

500+ businesses supported

Focus on courses helping people get jobs through sector-based work academy programmes and sector gateways

Significant investment in our Apprenticeship & Skills Division

New commercial partnerships with Private Training & Recruitment Providers

Development of Tomorrow's People Brand

Capital Investment

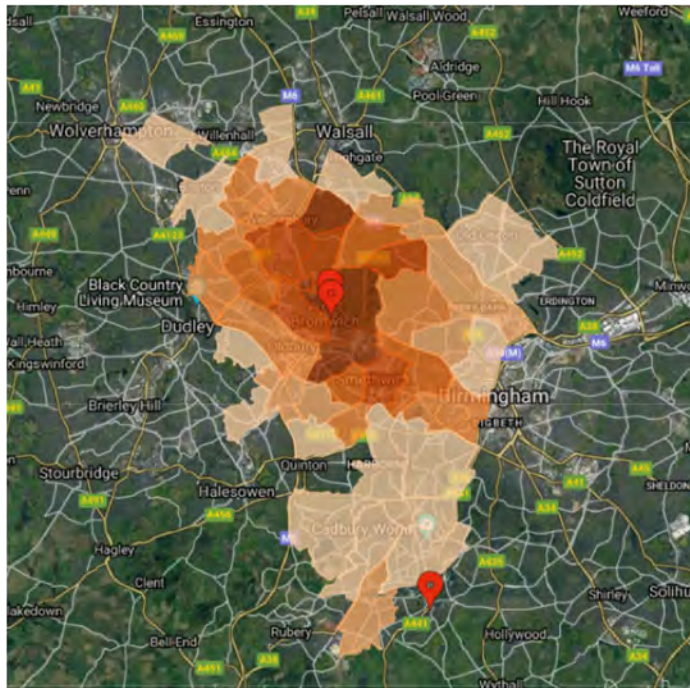
£40+m capital investment programme in new state of the art facilities and equipment

KEY FACTS

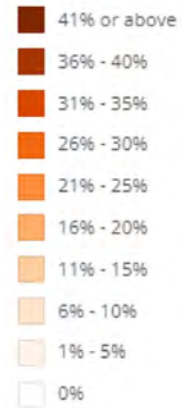
Market Share Analysis

The heat maps below show the College has expanded its recruitment footprint across the Black Country and particularly into Birmingham for both young and adult learners. In recent years, this is very marked in our Adult delivery as a result of our strategy to mirror previous growth in 16-18s and provide an offer that attracts more students.

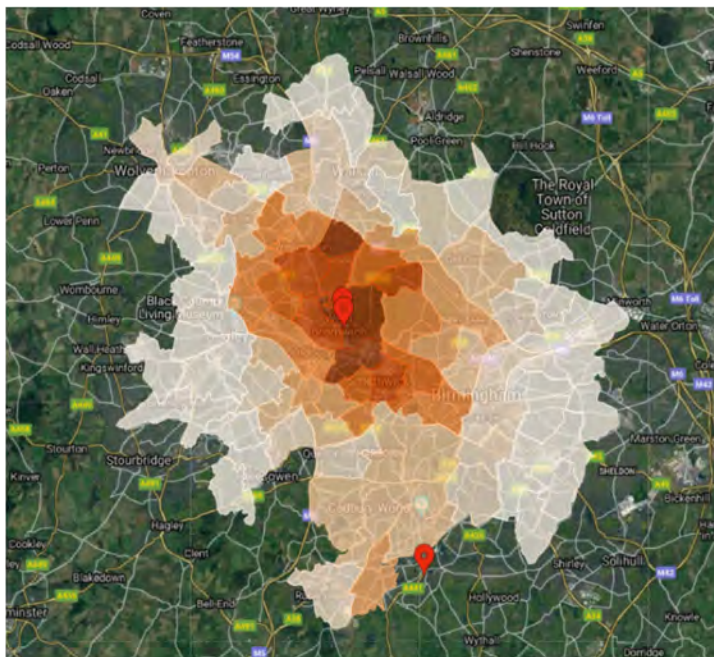
2018/19 16-18 Market Share



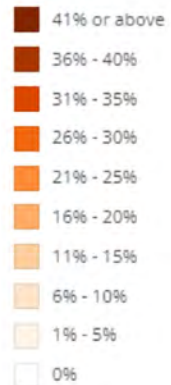
Market Share



2020/21 16-18 Market Share

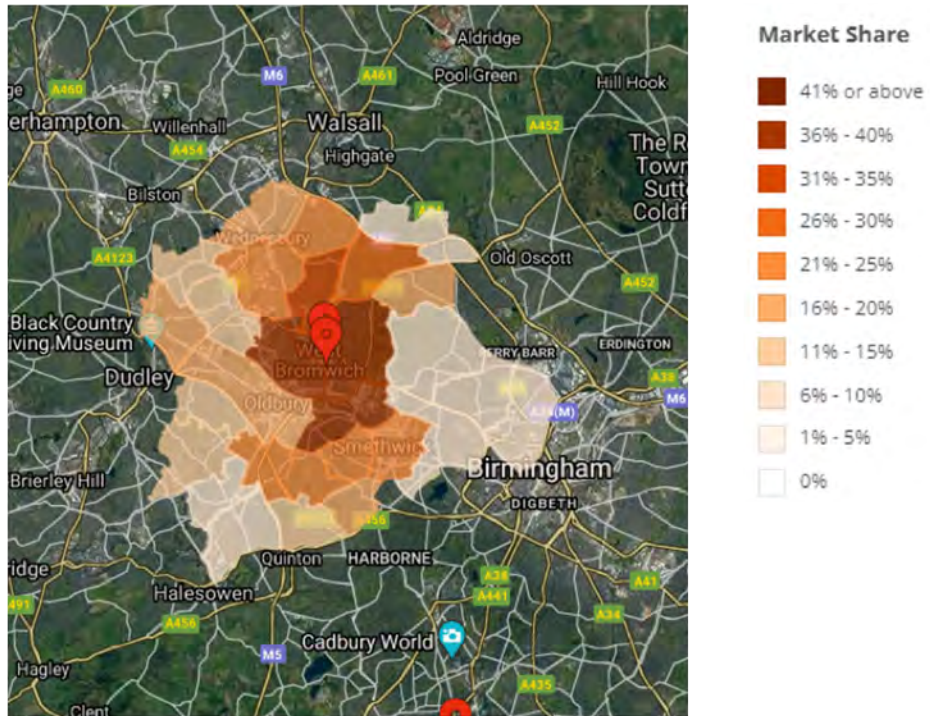


Market Share

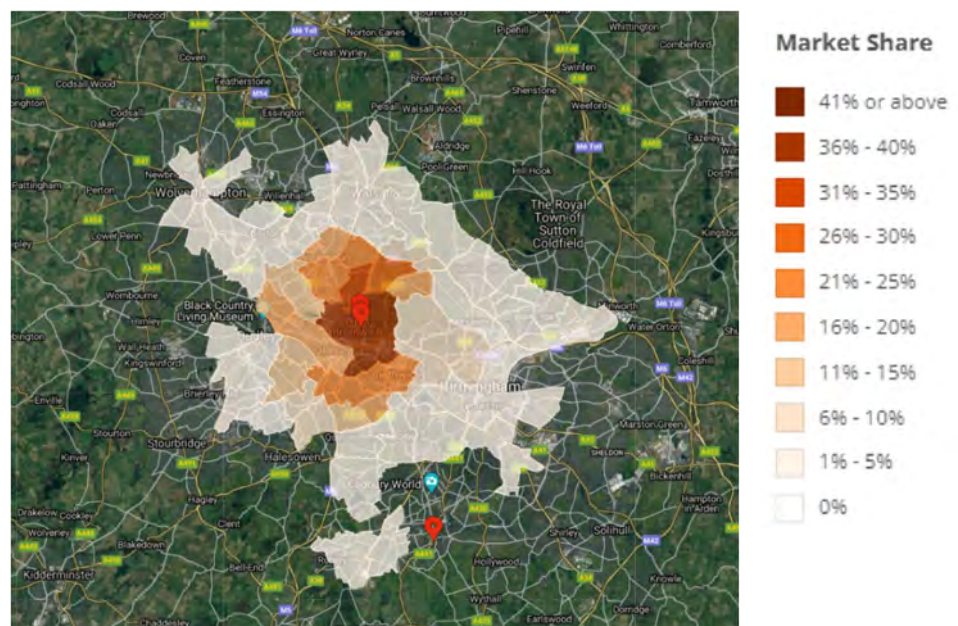




2018/19 Adults Market Share



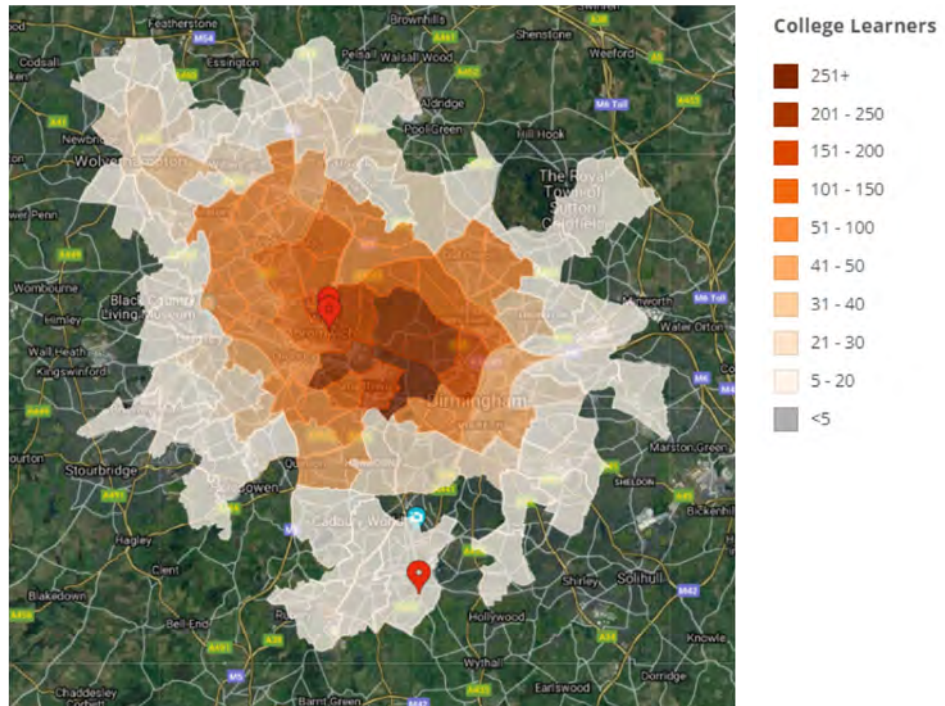
2020/21 Adults Market Share



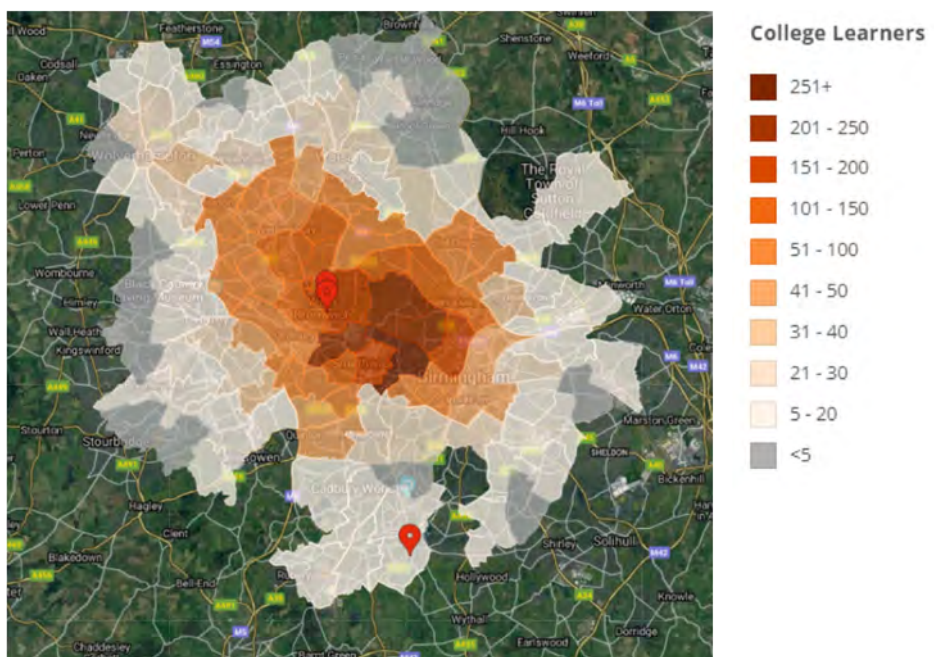
KEY FACTS

In 2021/22 we have enrolled over 7,000 young people onto vocational and academic courses, continuing our growth amongst 16-18 year-olds as shown in 'Our Score Card'.

16-18 Recruitment by Ward 2014/15

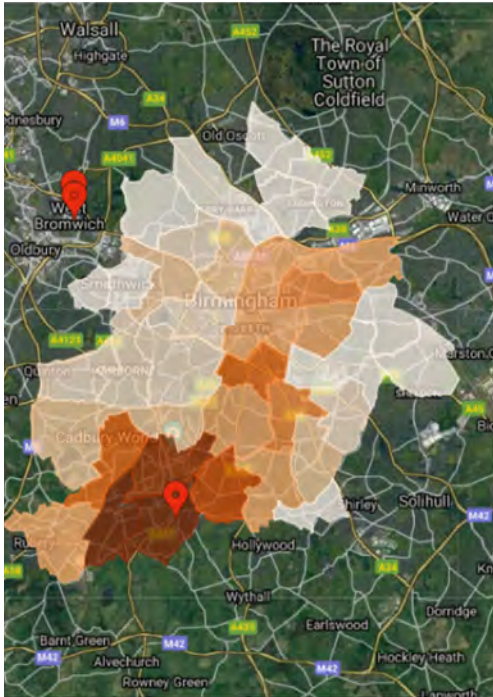


16-18 Recruitment by Ward 2020/21

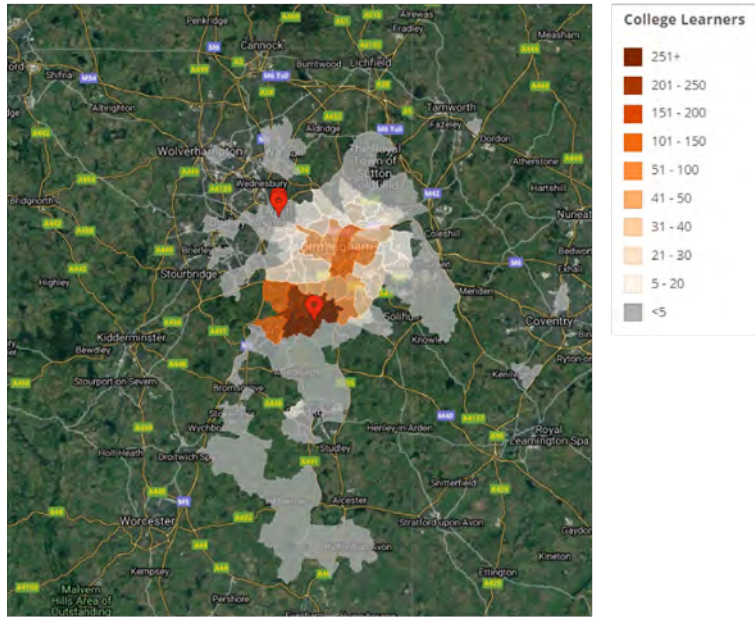


A similar picture amongst young people emerges for Cadbury Sixth Form College which demonstrates the success of the merger in delivering new and wider geographical interest in the provision at the Campus in Kings Norton.

16-18 Recruitment by Ward Cadbury (Pre-Merger)

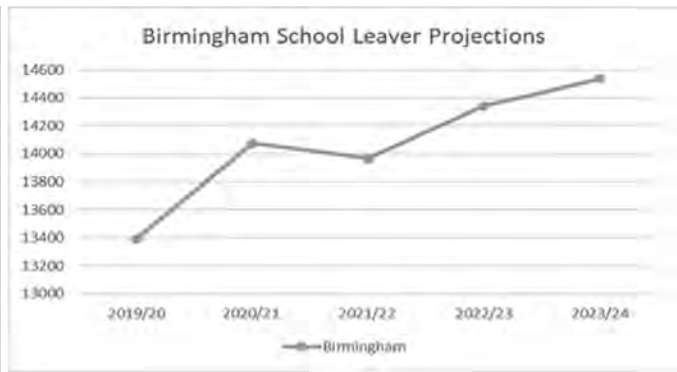
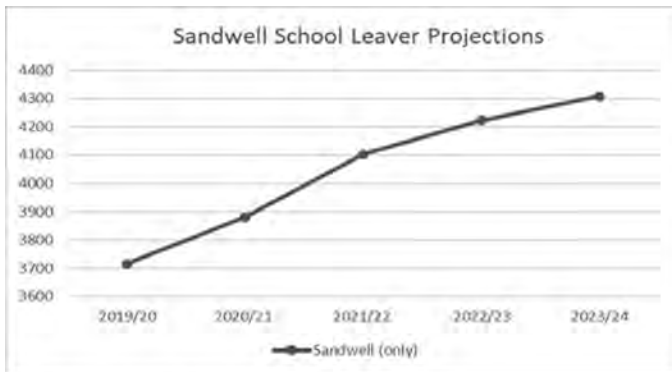


16-18 Recruitment by Ward Cadbury (Now Post-Merger)



The College strategy firmly places our learning communities, employers and stakeholders in Sandwell and Birmingham.

School Leaver Projections



Our ranking improvement

Year	Rank	Your Learners	Other Learners	Market Share (%)
2014/15	4	3340	54980	6.0
2020/21	1	5690	52060	11



THE ECONOMIES WE CONTRIBUTE TOWARDS

THE NATIONAL PICTURE

What the Government is looking for Colleges to do:

1. Connect people to opportunity via the UK-wide Levelling Up Fund and UK Shared Prosperity Fund, as well as the Towns Fund and High Street Fund, to invest in local areas.

Our Response: The College is involved in three towns fund projects in West Bromwich delivering civil and mechanical engineering (local and regional skills shortage areas); in Rowley Regis delivering an expansion of our offer for Adults (supporting WMCA priorities); and in Smethwick delivering a centre for excellence in health with university partners - the largest employment sector in Sandwell and with huge replacement demand.

-
2. Support productivity growth through high-quality skills and training: transforming Further Education through additional investment and reforming technical education to align the post-16 technical education system with employer demand.

Our Response: The College's delivery of T levels and investment in Tomorrow's People at Bennetts Hill is directly linked to working more closely with employers and focussing our curriculum on students being ready for the world of work. At Cadbury we have invested our £9m to broaden out the technical and vocational curriculum of the College in response to needs which has resulted in greater participation from students in that locality.

-
3. Continue to focus on the quality of apprenticeships and take steps to improve the apprenticeship system for employers, through enabling the transfer of unspent levy funds and allowing employers to front load apprenticeship training.

Our Response: Apprenticeships are a key part of our growth ambitions. We have invested £1m plus in Tomorrow's People and overall employer engagement. We have an ambition to more than double our apprenticeship volumes and seek to introduce apprenticeships alongside our T level offer in each department.





THE REGIONAL PICTURE

What the West Midlands Combined Authority is looking for Colleges to do:

1. Prepare our young people for future life and work.

Our Response: This objective feeds into the approach the College takes to careers advice, aligning curriculum with skills needs and LMI and investment in expanding opportunities for Work Experience and Apprenticeships.

2. Create regional networks of specialist, technical education and training to drive up skills and productivity and underpin economic growth.

Our Response: Our Science City Project at Cadbury and Our Town Fund Projects across Sandwell have a direct link to this objective.

3. Accelerate the take-up of good quality apprenticeships, across the region – double the number of by 2030.

Our Response: Our ongoing investment in this area in staff and infrastructure link directly to this objective.

4. Deliver inclusive growth by giving more people the skills to get and sustain good jobs and careers.



Our Response: We have seen historical under investment in Adult Education by external agencies in the College. Our strategy intends to reverse this and we have invested in a broader adult offer, including Sector-Based Work Academy Programmes, sector gateways and other shorter/non-qualification driven academy programmes linked to job outcomes. Our investment in Rowley Regis is a direct result of the need to offer more opportunities for adults locally.

A key target for the West Midlands Combined Authority (WMCA) is that by 2030 the region's productivity, salaries, skills attainment and labour market participation levels match or exceed the national average, which means the College's delivery will ensure:

- More people to move into employment
- More people to move into higher-skilled jobs
- More skilled employees available to support business growth and productivity.

Key funding priorities for adults through the WMCA's Adult Education Budget, reflected in the College's delivery are:

- Level 3+, particularly employed people – sustaining jobs, enabling progression
- 19-24-year-old NEET & those that are unemployed
- English & Maths.

THE LOCAL PICTURE

What Sandwell Council and Birmingham City Council want colleges to do:

The Councils' priorities reflect those at a regional level, however specific issues to be prioritised can be drawn out below:

1. Low skill levels in the population, with fewer people qualified to Level 4+ and more people with no qualifications, compared to other areas.

Our response: Maintaining a broad curriculum offer at all Levels and ensuring progression. The College has also invested in growing its adult offer at Level 4+ and Access to HE routes in Health, Business & Professional Services, Creative and Digital.

2. Issues of poverty for those in employment, driven by low wage levels.

Our response: Our work with employers seeks to upskill employees for them to gain new and enhanced skills that can attract higher paying jobs.

3. Skills shortages faced by employers, particularly in roles that require advanced and/or higher skills.

Our response: Our capital programme is investing in areas of local skills needs as well as expanding our curriculum offer for adults to higher levels of learning, including apprenticeships.

4. Lower attainment by young people through early years, primary and secondary education.

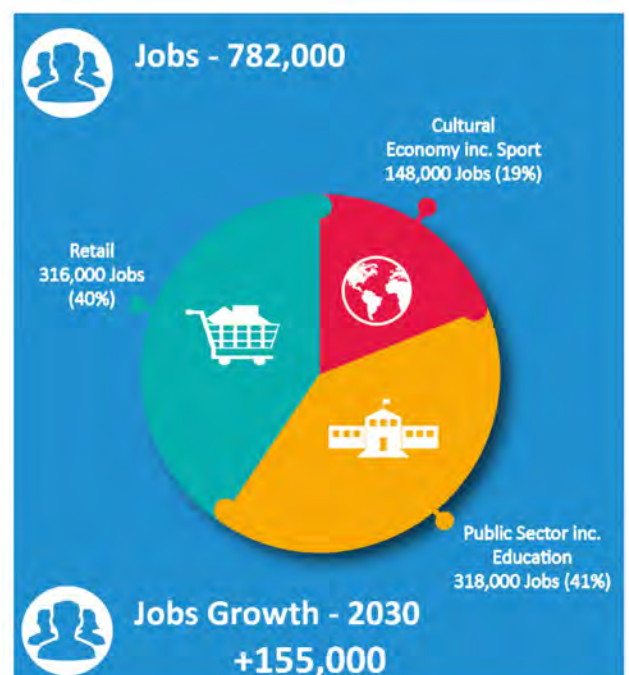
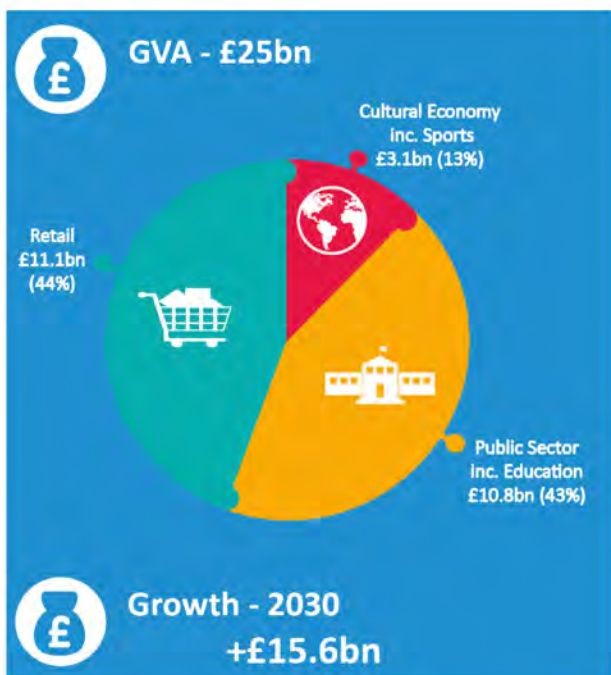
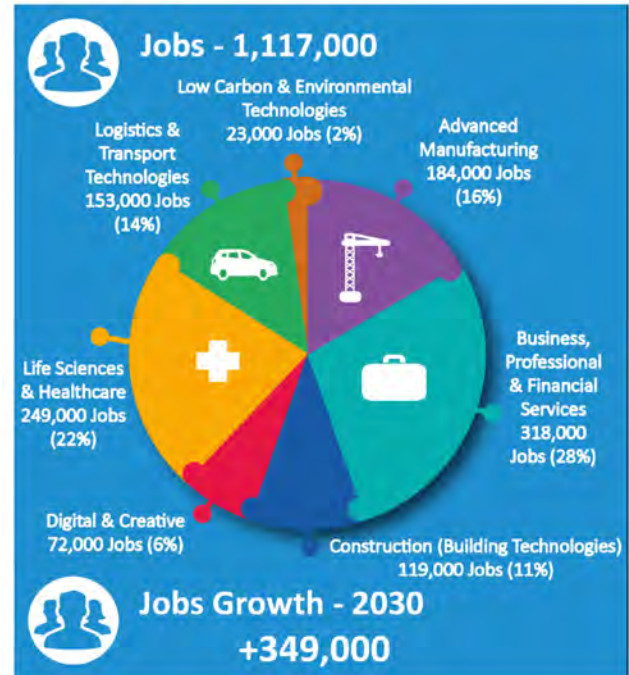
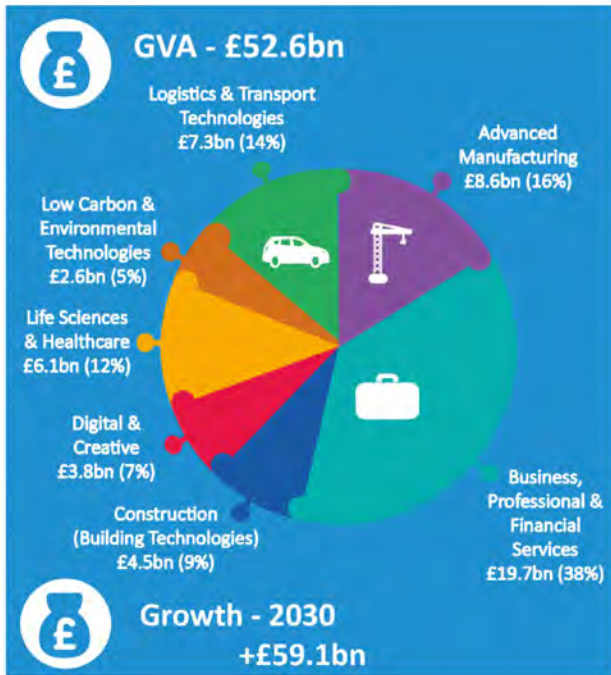
Our response: The College invests significantly in English and Maths alongside its core curriculum which in turn is supported through our pastoral systems to ensure that young people achieve their ambitions and leave College with the best possible outcomes.

5. Mental Health, wellbeing and resilience support.

Our response: Addressing mental health is a key consideration of the College for both staff and students. We have raised awareness through our course offering to students and our outstanding pastoral, student support and HR services across the College support students and staff daily through a range of mechanisms to engage with the College so we can help support people internally and externally.

THE SKILLS PICTURE

The Black Country LEP and the Greater Birmingham & Solihull LEP have identified ten sectors which are fundamental to increasing GVA and employment and to achieving the regional Strategic Economic Plan as set out by the West Midlands Combined Authority. These ten sectors are composed of seven transformational sectors and three enabling sectors:



OUR SUCCESSES

Meet Uniqua

Uniqua studied BTEC Business at Sandwell College

Uniqua now works for the Civil Service

“My lecturers at Sandwell College believed in me and always pushed me to try my best. I didn’t know it at the time, but these learning opportunities benefited me immensely, allowing me to develop the skills and confidence required to successfully apply for university places and internship roles, as well as make progress in my career.”



Meet Hannah

Hannah studied BTEC Fashion at Sandwell College

Hannah now owns her own fashion brand



Hannah said:

“I would like to reach out to say thank you to Sandwell College and my tutors Sarah and Jill, as the qualifications, skills and knowledge I gained led me on the right path to where I am now with my own successful fashion brand.”

Meet Joel

Joel was Highly Commended in the Association of Colleges Inspirational Student of the Year Awards. Joel plays and coaches using a power wheelchair, and he advocates using sport to improve mental health.



Meet Wendy

Wendy studied Level 3 Public Services and is now a Police Community Support Officer with West Midlands Police.





Merger with Cadbury Sixth Form College

In November 2018, Cadbury Sixth Form College joined the Sandwell Family of Colleges following a structure and prospects appraisal and a search for a merger partner.

The merger has seen bumper recruitment at the Kings Norton Campus and a renewed interest from applicants and stakeholders in what Cadbury can offer to young people. Students numbers at the site have risen more than three-fold. The merger has raised the profile of the College to serve the City of Birmingham and has resulted in investment being secured from both the Greater Birmingham & Solihull LEP and the Department for Education to update facilities and construct new teaching blocks through our Science City investment strategy.

Cadbury Science City (Phase 1)

In 2020, the College secured grant funding from the Greater Birmingham and Solihull LEP to realise the first phase of a multi-year, multi-million-pound investment in Science, Technology, Engineering, Arts and Maths (STEAM) facilities at the Kings Norton Campus.

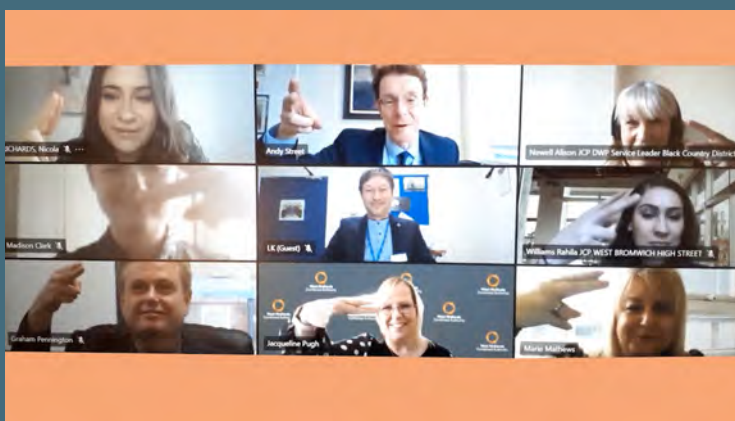
The first phase of the project includes the redevelopment of the Science Labs and lecture theatre alongside a 'Fab Lab' to complement the Black Country Fab Lab housed at our Central Saint Michael's Sixth Form Campus and will inspire entrepreneurs to transform their ideas into new products and prototypes. In addition a Health & Social Care learning suite and engineering & digital classrooms were added for Cadbury to be able to deliver T Levels and other curriculum innovations.



Sandwell Youth Hub

Sandwell College aided the development of the Sandwell Youth Hub and hosts its activities at our Terry Duffy House site in West Bromwich. The College is collaborating with DWP, WMCA, Sandwell Council and the NHS to join up services including advice from work coaches, links with local employers, training opportunities including apprenticeship and more general life advice for young people aged 16-29.

The Youth Hub, which also hosts other local training providers, is part of the Youth Offer within WMCA's plan to drive the region's economic recovery from the pandemic. The College is supporting activities including mentoring, talent matching, work experience and targeted help to make sure every young person has the skills needed to get, and sustain, a job.



The Professions and Innovation Academy

The College has developed its curriculum offer to support many more adults in upskilling and reskilling in the Business & Professional Services sector. Also linked to the College's strategy to develop new Higher Education and Commercial opportunities, the Academy is initially offering Chartered Institute of Management professional courses at Levels 3 to 7 for the next generation of young professionals and graduates and forms an important part of our Skills and Apprenticeships Division and our plans to support the ambitions of the WMCA Strategic Economic Plan.

In addition to courses and resources available online, the Academy is located within a new venue in Birmingham City Centre bringing provision closer to the business community and supporting the recovery of towns and city centres following the pandemic. The Academy sits within Tomorrow's People - another innovation to increase employer engagement and opportunities to fill vacancies, skills needs and offer opportunities like industrial placements to young people.

REALISING OUR VISION THE NEXT 3 YEARS

- We will have played our part in helping our communities to recover from the impact of the pandemic on their economic and social needs. We will continue with our support as long as is necessary.
- We will provide programmes that meet the needs of our students, with high-quality teaching and learning and outstanding outcomes for them to successfully progress to further study or the world of work. We will be successfully implementing T levels and will be a major regional provider of this pathway. We will be ambitious in pursuing these outcomes to benefit our students.
- We will have enhanced our work with apprentices and employers and increased the numbers we are working with and be regarded as a significant provider of training in this area.
- We will have further developed our links with employers and be able to connect them with our students to fulfil their need for well-educated and skilled employees.
- We will have developed specialist state of the art facilities at Cadbury and developed our advanced construction/engineering work. We will be continuing to develop other specialisms in health, professions and digital/creative.
- The College will have developed programmes to support adult students to take advantage of the level 3 skills guarantees as well as supporting those who need programmes allowing them to access the jobs market.
- We will be vibrant and creative, with staff encouraged to innovate as well as feeling supported and recognised.
- We will be seen as a major partner in the regional skills landscape who is able to deliver significant benefits to the Regional Economy.
- We will have continued our unrelenting focus on quality in what we do, and our quality will be recognised and affirmed by agencies such as Ofsted.
- The College will be financially strong and capable of supporting its students and able to invest in the best resources.



To achieve this our objectives are centred on:

**COVID recovery
Improvement
Students
Growth
Staff
Resources
Solvency**

COVID RECOVERY

Objectives

- Ensure that we are responsive to learners and are able to deliver learning under all external requirements as national directives change.
- Ensure we have robust catch-up plans to support learners who have had their learning disrupted.
- Develop new programmes in conjunction with partner organisations to assist individuals and companies with economic and social recovery.

We will achieve this by

- Increased monitoring of student progress through the quality team.
- Increased monitoring of 'at risk' students and implementation of personal action plans.
- Return to study review with students impacted by the lockdown focussed upon 16-18 provision. Discussion of support and issues.
- September- further review of enrolment and induction, internal assessments of student study levels and monitoring of progress in the first weeks – right course right level reviews.
- Continuing to ensure government COVID guidance is both understood and communicated.
- Review of health and safety processes as new guidance is produced.

IMPROVEMENT

Objectives

- Deliver the Quality Improvements identified in the Self-Assessment Report.
- Further develop broader measures of success, in particular, outcome destinations and jobs.
- Continue improving teaching and learning with further investment in training, development and support.
- Continue to ensure achievement rates remain very high.

We will achieve this by

- Attainment of different learner groups with no significant variations to measure the impact of our support for Equality and Diversity.
- All curriculum review areas (including observations) at least good with the significant majority being outstanding.
- Effective work placements.
- Maths and English above national averages for GCSE resits.

STUDENTS

Objectives

- Enhance safeguarding by investing in the Safeguarding team across all College centres. Target specific themes e.g. county lines, gangs and gun and knife crime as well as substance abuse.
- Increase the use of student voice to act as a catalyst to improve services for students and encourage participation by groups who are historically underrepresented e.g. Adult learners and apprentices.
- Enhance student support and ensure they are equally supported irrespective of characteristics, gender, LGBT+, Care Leavers, BAME, social disadvantage, disability or age.

We will achieve this by

- Safeguarding reports reduced instances.
- Learner voice survey information for action.
- Students are confident and supported in sharing their issues.



Young People

- Curriculum redesign and implementation of the redesign. The continued growth of 16-18 provision but recognising curriculum change with the move to T levels being a key focus. Ensure the successful transition to T levels.

We will achieve this by

- Moving our provision to the new qualification system.
- Careful Curriculum design enabling progression.
- Additional training for staff in terms of delivering new qualifications.
- Recruitment of industrially trained staff.
- Recruitment to the qualifications.
- Further and rapid development of employer engagement.
- Investment in industry-standard facilities as finance allows.
- Further development of our marketing and schools liaison for new qualifications.
- Enhancement of learner support for placements.

Apprenticeships

- Increase delivery of the apprenticeships by the college.

We will achieve this by

- Restructure the delivery model with a 'mixed economy' of delivery. A central unit but also section delivery where specialist requirements exist such as workshops.
- Develop the apprentice standardisation group to ensure quality and compliance standards.
- Develop the areas covered with greater work with larger employers.
- Enhance the 'matching' of candidates to apprentice jobs.
- Create an enhanced apprentice brand and increase the marketing of apprentices.
- Develop the sales consultant and call centre concept to increase the numbers of employers we work with.
- Increase our skills base of assessors and train departmental staff to undertake assessment.
- Utilise remote technologies to

better serve apprentices in the workplace.

- Further develop the employer/apprentice review cycle.
- Increase progression particularly for young learners from intermediate to advanced apprenticeships.
- Revisit merger/acquisition of a private provider or employment agency.
- Focus on key measures of achievement including timeliness of achieved outcomes.

Adults

- Develop new programmes to support the new skills guarantee at level 3 and work to increase funding through the combined authority in order to benefit more students.
- Increase focus on job outcomes and employability.
- Address skills gaps identified both regionally and locally by re-designing the curriculum.
- Create workforce development programmes to support the WMCA skills plan.

We will achieve this by

- Continue to develop the use of Labour Market Intelligence to inform the curriculum development.
- Examine which qualifications are likely to attract demand and determine the delivery method. Seek funding through the skills guarantee fund.
- Increase links to employers to create increased progression into work. Link this to the 'call centre' job match service
- Review the client management information system to improve information integration.
- Create a distinct marketing brand for our work with Adult students.
- Continue to develop our links to stakeholders.
- Seek out proactively new funding opportunities.

Higher Education

- Reinvigorate College HE provision and increase learner numbers.

We will achieve this by

- Increase the number of Higher Education partners the College works with, particularly focussing on links with institutions having high recognition and appropriate qualification offer.
- Strengthen the partnership with the University of Wolverhampton.
- Review the Higher Education offer in terms of both learner demand and vocationally relevant qualifications.
- Develop an internal marketing and progression strategy.
- Establish an HE section with specialist knowledge and expertise in obtaining validation.
- Develop appropriate specialist accommodation suitable for Higher Education students – an HE Centre.
- Develop an appropriate marketing strategy in order to create a separate HE brand.
- Ensure appropriate training is available for staff.
- Ensure there is an effective and appropriate progression strategy for College Level 3 learners onto HE programmes.

Employers

- Increase the number of employers we work with and those who offer work placements.
- Ensure the teaching section has a full understanding of the need for employer links.
- Engage stakeholders to support the economy and learners, both those seeking employment and those already in the workforce. Seek funding for programmes to support this work.
- Provide regular communication to stakeholders and employers and seek input into their plans.
- Develop our business engagement hubs in both Sandwell and the new Bennetts Hill development.

We will achieve this by

- Establish the 2 employer engagement hubs, particularly the Bennetts Hill project.
- Appoint additional placement officers and section skills leaders.
- Enhance and recruit more employers to the Skills Advisory Boards.
- Increase communication media to stakeholders e.g. updates, engagement meetings etc.



STAFF

Objectives

- Ensure an effective staff development programme to equip staff with skills to deliver new qualifications such as T levels.
- Continue to develop recruitment methods for hard to recruit to areas.
- Continue to develop effective employee relations and increase the use of focus groups and the development of 'your voice matters'.
- Ensure effective relations with representative bodies such as unions.
- Ensure the College actively promotes equality and diversity amongst the workforce.
- Ensure the single central register is maintained and up to date.
- Further develop the appraisal system to link to personal development plans.
- Ensure an effective response to COVID and the communication to staff of College guidance.
- Continue to develop 'positive culture programmes' such as 'Our Great College'.
- Continue to focus on developing staff welfare.
- Ensure teaching and professional support staff are recognised for their contribution.
- Support the continued development of the College Advisory Groups.

We will achieve this by

- Complete skills audit with curriculum managers assisting in devising suitable training programmes.
- Work with the Health and Safety team to ensure appropriate COVID safeguards.
- Ensure staff recruitment processes are effective in recruiting staff where there are skills shortages.
- Implement whole staff development programmes and produce management information on progress with training.
- Increase production of communication to staff.
- Increase the focus groups to obtain feedback.

RESOURCES

Objectives

- Creation of single estates plan to cover the current estate and the planned developments.
- Maximising grant income to support any developments.
- Production of a planned maintenance programme encompassing all assets.
- Ensuring that there is effective project control and oversight of any capital projects.

We will achieve this by

- Develop a capital plan for new and current estates.
- Ensure we have relevant expertise and utilise professional advisors where necessary.
- Ensure clear project management outcomes focussed on cost control deliverables.
- Seek outbidding opportunities and produce business cases to meet funding requirements.



SOLVENCY

Objectives

- Ensure a financial health rating of at least good.
- To manage finances in order to allow re-investment into the College.
- Ensuring that there is effective financial control and oversight of any capital projects including investment appraisals and financial business cases.
- Effective internal and external audits with no major control weaknesses.
- Production of useful and timely financial information.

We will achieve this by

- Effective monitoring information and good budgetary control.
- Monitor the performance parameters above.
- Monitor capital projects.



Beyond 2021/22

The needs of employers and the demand for new skills is consistently evolving. Keeping pace with changing technologies, licences to practice, professional qualifications and the need to ensure staff have up-to-date knowledge more generally, means Colleges must work in partnership with local, regional and national Government to influence and shape where funding goes to have the maximum benefit for employers, students and apprentices.

FIVE NEW CAMPUSES IN FIVE YEARS' TIME

An exciting investment plan is in place taking us to 2024/25 where new centres of vocational and technical excellence will be built across Sandwell & Birmingham.

Science City is a multipurpose £10m new development at Cadbury Sixth Form College in Birmingham, focusing on Science, Technology, Engineering, Arts and Maths (STEAM). Phase 1, completed in September 2021, has delivered new science and engineering labs, digital labs and Fab Lab using the latest in CAD, CAM, digital design and 3D printing to ensure the region continues to produce the best trained young people into advanced manufacturing, life sciences and other critical sectors of the economy.

Phases 2 and 3 will commenced in late 2021, and over the next year a new campus will emerge in Kings Norton. This centre will feature construction high end design, digital construction in the built environment and BIM labs. VR suites will support areas like health professions and engineering design. The centre will enable delivery of advanced level to higher education and will be available for use with and by employers. The centre will also feature a hospitality suite and be able to host team building activities.





The College of Civil & Mechanical Engineering

Sandwell is a £6m development in the High Street at West Bromwich, funded in part by the Government’s Town Fund initiative. Working closely with Sandwell Council as the fund-holders and planners, this scheme forms part of the wider regeneration master plan for West Bromwich and brings back into use a brownfield site for the purposes of education and training.

By 2023 a new 900 square metre build will take place which will house a new curriculum for construction, advanced manufacturing, automotive electrical engineering and green technologies, all with a digital theme running through the new ‘technological heavy’ hardware and software that will complete the education experience for those using this new facility. From higher-level apprentices to T-level and shorter professional training for employers and adults, the centre will be a significant boost to the infrastructure of the Black Country and a first of its kind for the people of Sandwell.



take place within the next 3 years and will deliver a state-of-the-art clinical and medical health centre, vocational training in a specialist technology-rich environment. The NHS has huge recruitment needs and challenges which impact on all our medical lives and in addition, there is a huge supply chain involved in supporting the NHS. The Centre will not only provide NHS recruitment needs from level 2 to level 1 but will include allied and ancillary services required by the NHS and its contractors.



The Midland MET Learning Campus will host the College of Health Professions - an initial £13m new build situated on the site at the Midland Metropolitan Hospital in Smethwick. Bordering both the Black Country and Birmingham this regional centre of excellence will be a partnership between Sandwell College, Aston University, The University of Wolverhampton and the Sandwell & West Birmingham NHS Trust. Funded in part by the Government’s Town Fund through Sandwell Council the development will





Tomorrow's People will provide a unique space through which the Sandwell Family of Colleges can engage with businesses in the heart of Birmingham's central business district. Tomorrow's People will occupy a redeveloped office block on Bennetts Hill, close to New Street Station. From this location a new curriculum in Business & Professional services, continuous professional development, finance & accounting and HR services will be delivered.

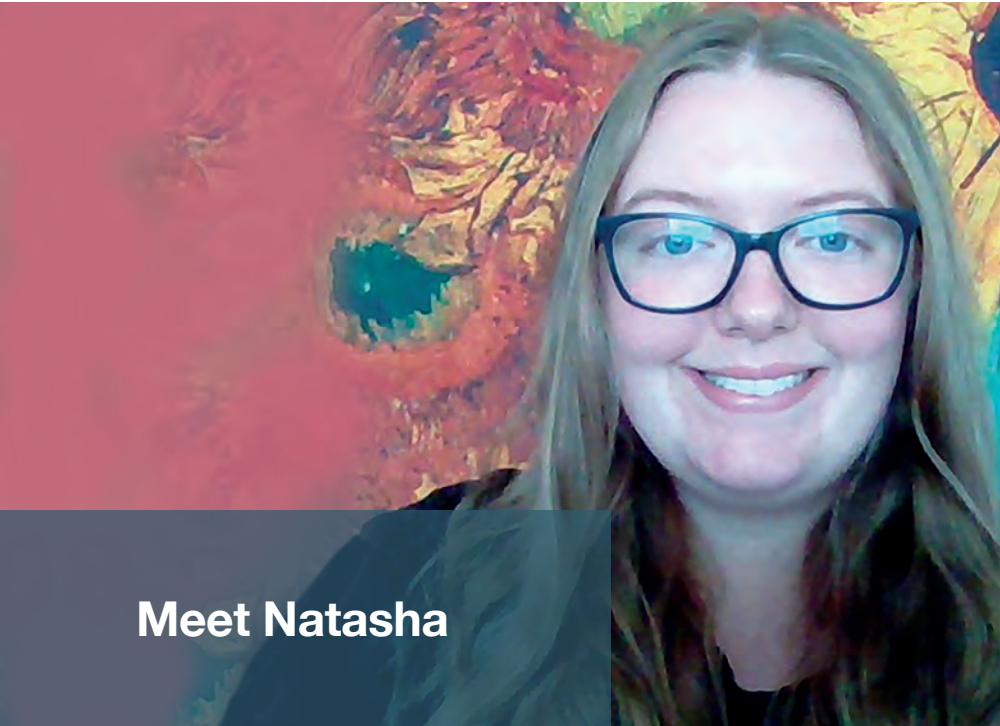
In addition, recruitment services for employers looking to fill vacancies or attract staff with the most appropriate qualifications will also be situated at this location. Online or face-to-face, walk in or by appointment, Tomorrow's People is designed to operate flexibly and be employer-focused and responsive to need.



Rowley Regis College at Cradley Health is a £9m adult resource centre purpose-built campus principally designed for the needs of adults and employers and high needs students. Supported by the Government's Town Fund initiative, the centre will be run by Sandwell College but work in partnership with Sandwell Council and local voluntary groups and other agencies like Jobcentre Plus to join up local provision.

The Centre will house a range of employment related courses for adults, digital skills, the health sector, the service sector and trade sectors. In 2024 the town of Cradley Heath will be able to boast that it is the home the Black Country's newest and only dedicated training and education centre for adults.

WHAT OUR STUDENTS SAY ABOUT US...



Meet Natasha

Natasha said:

"The sense of community that was here in Sandwell College was amazing. My course was insightful and it was a great experience. The facilities made it a great place to come and study and the teachers would encourage you to go further and push you to your full potential."

"We feel safe at College"

"We fully understand our programmes of study"

Meet Ausly



Ausly said:

"I am now experienced in the entertainment and advertising industry, creating opportunity for skilled and talented people while offering them a platform to express their voice."

Meet GERALYN



Geralyn says:

“What I liked most about my experience at Sandwell College was the opportunity to gain the knowledge and skills in class, whilst being able to put it into practice within our jobs attained through the course. Also, the outstanding support from my tutors who continuously encouraged and inspired us to achieve our chosen career paths.”

“We receive regular and valuable feedback”

“We know where to go if we have any concerns”

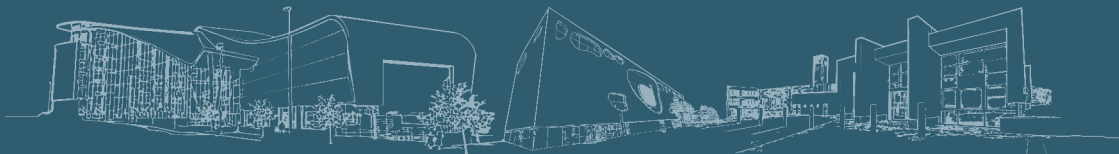
Meet DANIEL



Daniel said:

“The Counselling course allowed me to find areas for personal development and work towards improving these. I feel I have developed the ability to speak openly and publicly with confidence. I have gained a deeper sense of self-awareness. I have a greater understanding of how my past influences who I am today.”

THE SANDWELL FAMILY OF COLLEGES



SANDWELL COLLEGE CENTRAL SAINT MICHAEL'S SIXTH FORM CADBURY SIXTH FORM COLLEGE



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COLLEGE**
A CAREERS COLLEGE

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Saint Michael's
Sixth Form
A UNIVERSITY-STYLE SIXTH FORM

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SERVING THE CITY OF BIRMINGHAM

**WEST MIDLANDS
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