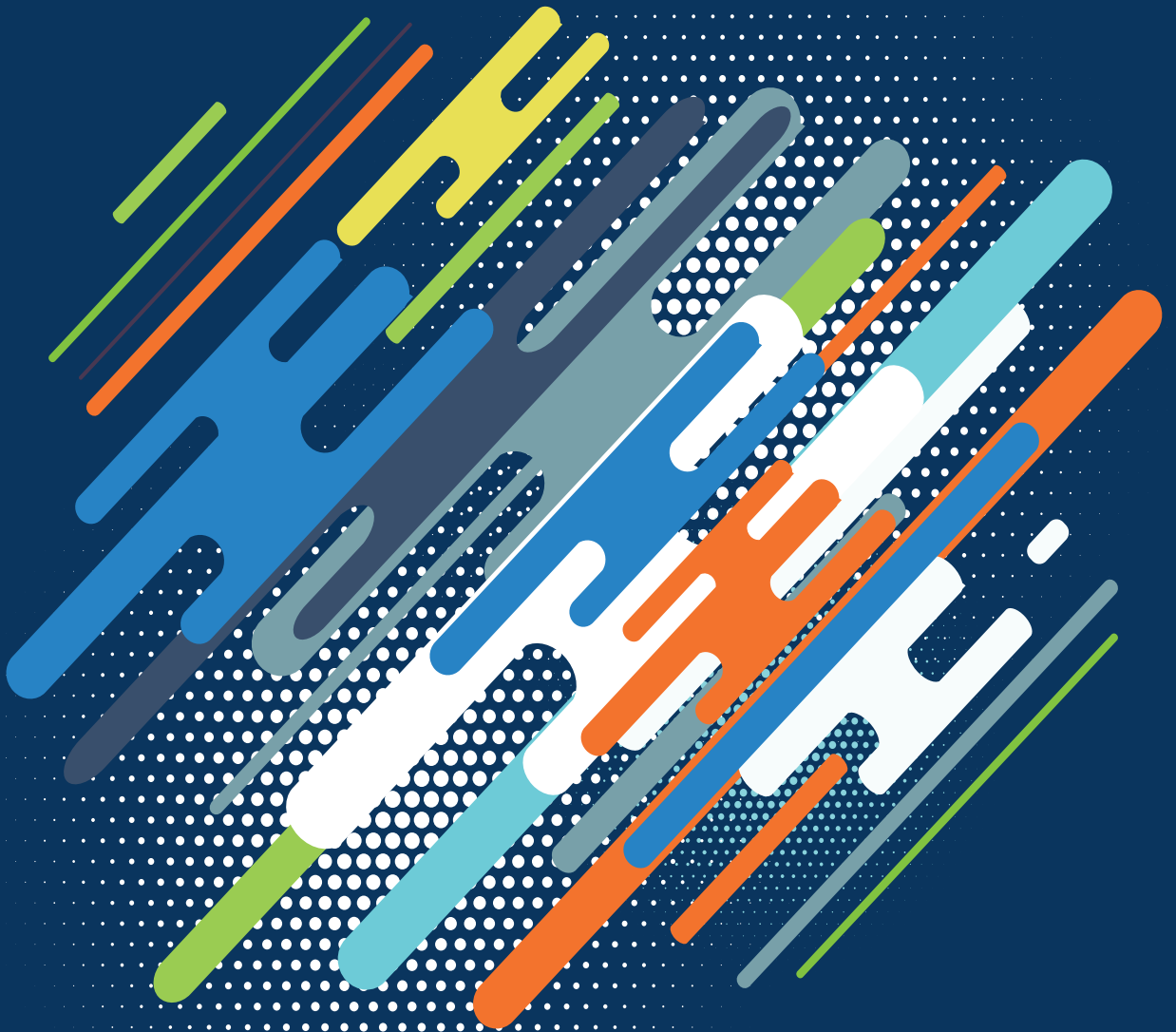




College



Strategic Plan
Career-focused Learning

Foreword

We are on a mission to achieve our pledge:

By 2025 we will train 15,000 young people with the skills to stand out against their competitors to gain aspirational and exciting careers.

At USP College, we are on a mission to connect young people to great career pathways, through exciting work and learning opportunities. We have researched job opportunities in the UK and have a good understanding of local career options in Essex. This is further supported through engagement with local employers. With this combined knowledge and our expertise in training, it has enabled us to shape professional education into career pathways for the young people and adults we serve. Our strategy has been extensively informed by regional and national career growth opportunities, using the latest South East Local Enterprise Partnership (SELEP) skills improvement plan, national business organisations (e.g. CBI and Chamber of Commerce) and the government's skills strategy.

We have an eye on the future, and we recognise that everyone needs a range of skills to be prepared for work and life. Therefore, we have invested in technology and infrastructure to immerse USP students in our pioneering delivery models, ensuring they gain the skills that will give them the edge to succeed. We want our students to thrive, and achieve their full potential. We are therefore focusing on career pathways, not individual courses, to best prepare students for employers' requirements, and the competition they will face.

"We are all about developing aspiration and engendering economic success for the individual. Learning through professional career pathways, and working, our students will improve their career prospects, prosperity and enhance our community."

Dan Pearson, CEO





Career-focused learning

We believe in exciting everyone about the possibilities in life. As a result, we exist to equip students with the edge they need to succeed.



INNOVATION

Our learning spaces will provide cutting edge resources that simulate industry environments and inspire excellence.

EMPLOYABILITY

Our students will progress towards ambitious careers earning the qualifications and essential employability skills needed to give them the edge to succeed.

SUSTAINABILITY

Our financial priorities will be targeted to ensure strong financial health that will support environmental sustainability, whilst maintaining progressive change.

COLLABORATIVE

Our College will proactively engage with people and places to provide the College with opportunities to fulfil its strategic aims.

HIGH PERFORMING

Our people will be high performing self-motivated, accountable and creative in their thinking and actions.

Strategic Aim

01

INNOVATION

Our learning spaces will provide cutting edge resources that simulate industry environments and inspire excellence.

We will:

- Create learning facilities and accommodation designed to support our unique delivery models, enhancing our curriculum offer - encouraging experimentation in teaching, training and learning.
- Innovate our models of delivery, to embed skills for employability, to ensure that all students and staff outperform the competition for progression into high-quality jobs or further study.
- Provide a safe and inclusive professional environment that promotes the world of work and capitalises on digital technology mirroring commercial standards.
- Ensure an emphasis on professional conduct, fostering respect and work values. These will be role modelled by USP College staff and students.
- Ensure our College environment promotes the use of words and numbers in engaging and innovative ways to demonstrate the importance of English and Maths and their fundamental contribution to life and work opportunities.



Strategic Aim

02

EMPLOYABILITY

Our students will progress towards ambitious careers earning the qualifications and essential employability skills needed to give them the edge to succeed.

We will:

- Focus our resources on all that enhances our academic, professional and technical routes so that we stand out for our career-focused learning culture and for the quality of our specialist provision in: Creative Industries, Sport & Healthcare Professionals, Digital Innovation & Emerging Technologies, Medical Technologies & Life Sciences and Financial & Professional Services.
- Provide our students progressive digital skills that enhance their progression and employment opportunities
- Ensure these routes have clear progression pathways from Foundation to Higher Education (HE) including Apprenticeships.
- Focus our study programmes (16-18) on career pathways and CPD through our career-focused learning and College Companies.
- Support our students to develop life and work skills with the resilience and drive to prosper in their aspirational careers.

Strategic Aim

03

SUSTAINABILITY

Our financial priorities will be targeted to ensure strong financial health that will support environmental sustainability, whilst maintaining progressive change.

We will:

- Innovate to ensure financially sustainable teaching, learning and assessment delivery models will support continuous improvement with necessary change management.
- Make an operating surplus to ensure the College is able to invest and remain financially healthy.
- Focus on the delegation of responsibility and accountability.
- Ensure our investments support and promote a clear strategic focus and encompasses our digital strategy enhancing the curriculum offer whilst developing new income streams.
- Build awareness of our aspirational professional career pathways through effective community engagement.
- Create strong links and outward facing networks of professional partners to help our students and planned funding growth.
- Diversify income and sources of funding to invest in our digital strategy and the College estate to ensure we can provide career-focused learning to give our students the cutting edge.

Strategic Aim

04

COLLABORATIVE

Our College will proactively engage with people and places to provide the College with opportunities to fulfil its strategic aims.

We will:

- Develop powerful partnerships with employers and community organisations to support the regional economy, with a focus on ensuring our excellent reputation, building careers not courses for students by:

People

- Being recognised by our community for transforming lives.
- Creating strategic alliances and strong collaborations.
- Ensuring our students can access innovative digital content on any platform, anywhere, anytime.
- Securing partnerships that advise and enable us to be digitally current.
- Engaging with both regional government and business organisations for growth opportunities.
- Working with employers to support routes into great aspirational careers.

Places

- Taking learning out to the community we serve.
- Leadership/innovation (thinking).
- Transforming the curriculum to be co-designed, supported and endorsed by employers.
- Developing a demand-led business services portfolio.

Strategic Aim

05

HIGH PERFORMING

Our people will be high performing self-motivated, accountable and creative in their thinking and actions.

We will:

- Ensure our strategies are staff and student-centric in equal measure. Our staff and students will be at the forefront of everything the College undertakes. Staff will have clarity on their role, performance expectations and their contribution to the student journey. They will benefit from bespoke training to ensure they meet ambitious targets and high standards. We challenge both staff and students to aim higher.
- Ensure leaders and governors take full ownership, promoting a culture of support and challenge allowing staff to operate with autonomy and accountability for success and failure.
- Inspire our students to reach their maximum potential through individualised and practical career-focused learning.
- Drive a culture of innovative and robust personalised professional development to ensure that in-house, current and future talent reaches and maintains its full potential. For staff and students, a growth mindset is an expectation.
- Ensure a culture of commitment to excellence, driven through our values of respect, accountability and resilience. We aim to be an employer and educator of choice.
- A highly competent, balanced and flexible resource structure will ensure the College has the capacity and skill base to meet strategic demands within an ever-changing education landscape.



lege

Prize Giving

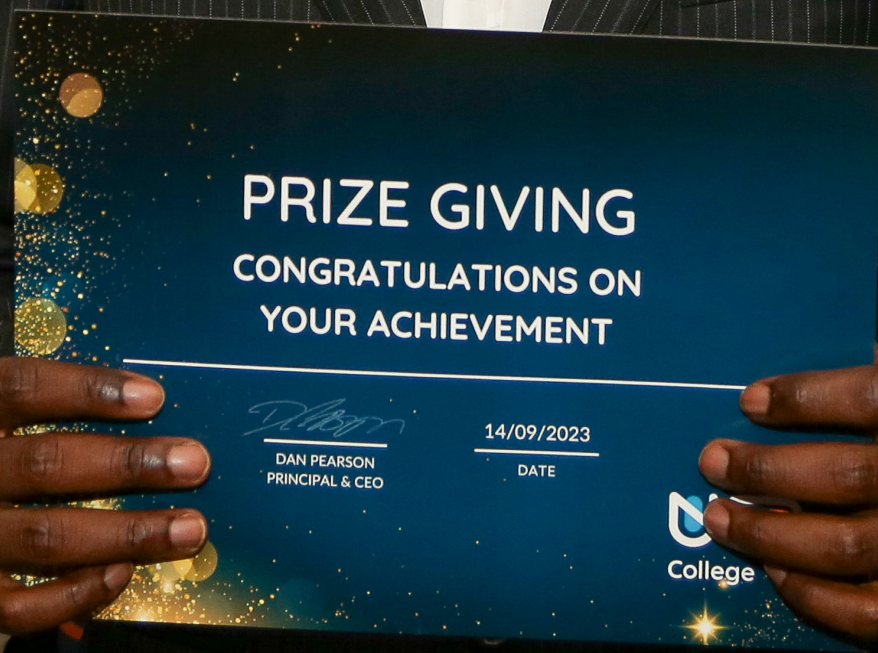


College

Prize Giving



lege



Pr

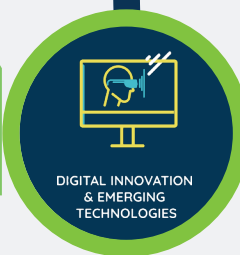
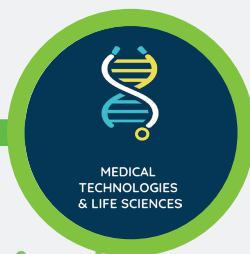
Career-focused learning requires a range of skills...

“The traditional model of further education will not, unchanged, prepare people for workplace success. There are major gaps in the needs of employers and the skills acquired by workers. In an environment where people are likely to have a succession of jobs during their lives, society needs to reconceptualise what it means to have a career and shift the orientation to individuals making investments in their own skills and capabilities.”

Leonard A. Schlesinger, President, Babson



**THE HUB
FOR CAREERS IN**



Our way forward

Meeting our pledge requires career routes, via our Career Packages

Our Career Packages will help students focus on acquiring the necessary skills to enter into their chosen career or industry. Our programme design and teaching strategies will strengthen the links made between the skills being developed on a range of related qualifications needed to meet the requirements of a specific career. In addition to accredited qualifications, students will engage in a wider study and professional development experience.

The objective is that USP students will have clarity on why and how the skills being acquired will support and aid progression onto further study and their individual employment goals. Our approach to professional programmes is designed to emphasise the importance of project-based learning, for skill acquisition. When possible, project-based learning will be delivered through one of our innovative College Companies, allowing students to work on live commercial briefs set by employers.

Career routes, with different qualifications and skills required

Our well established academic qualifications, A-Levels, will be clustered into complementary groupings which have been reverse engineered by starting with the end goal or career choice, including progression routes via university, Apprenticeships and wider employment.

Our professional and technical qualifications (with a range of nationally recognised diplomas and A-Level equivalent qualifications) will follow industry standards, with routes to university, Apprenticeships and wider employment.

Our students will be encouraged, guided and advised to make a choice of profession or desired industry. This will allow students to make informed decisions and choose complementary A-Level choices with a clear end goal in mind as opposed to a random selection of courses based on the student's current perceived likes.

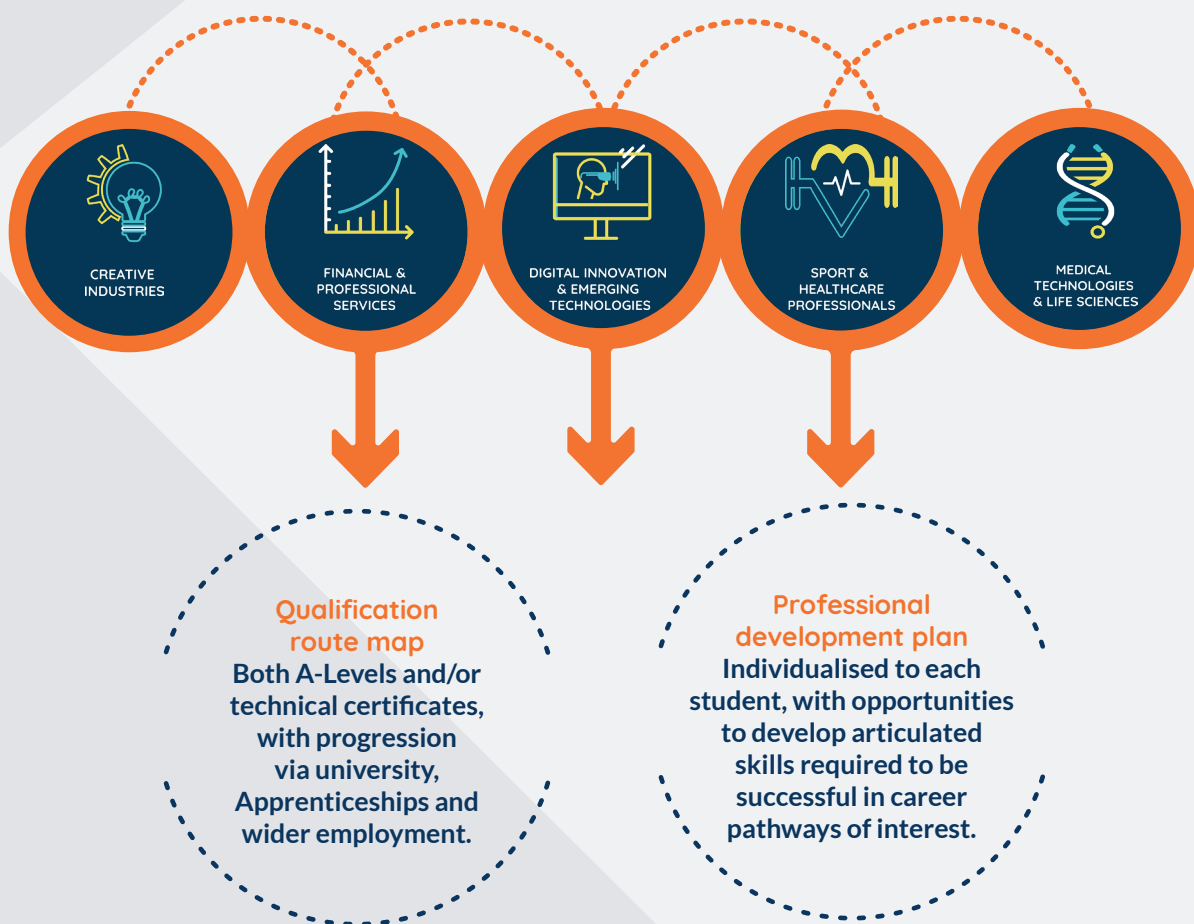
Career Packages - underpinned by professional development

Each of the USP Career Packages will be carefully designed and influenced by employers from the professions we are specialising in. Each package will be endorsed by a key employer, giving the wider skills developed, relevance and currency in the job market. However, it is important to note that the choice made will not limit progression to another career sector.



So what exactly is a Career Package?

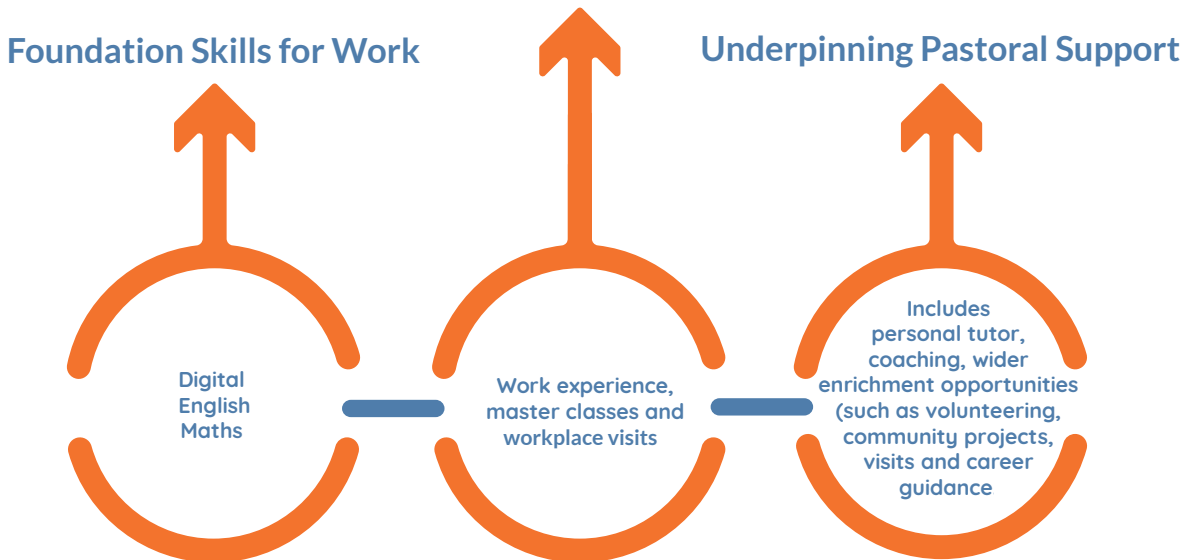
Career Packages built on National and Regional career opportunities



Employability skills development



College Companies



Focusing on growing skills shortages of career opportunities in our region, and across the UK, our Career Packages, consist of the following components and principles:

- 01** An academic (A-Level) or professional (Vocational/T-Level) qualification route and skills designed with a career as the start and end point of its design.
- 02** A direct route to higher study and employment with multiple entry points for students to follow, giving them clear progression opportunities towards a career goal. All packages will be within our chosen sectors of specialism that USP will be best known for.
- 03** All USP Career Packages will be based specifically on aspirational careers or professions as opposed to jobs.
- 04** USP Career Packages will be catering for professions requiring a range of professional and academic skills. Our packages will not focus on hard skill based trades such as catering, construction, hair and beauty as our catchment areas do not require more provision in these fields.
- 05** All USP students will engage in a substantial CPD programme designed to support one of our specialist sector areas and fully link to and complement qualification based studies.

Serving our region

Recognising career opportunities for our students

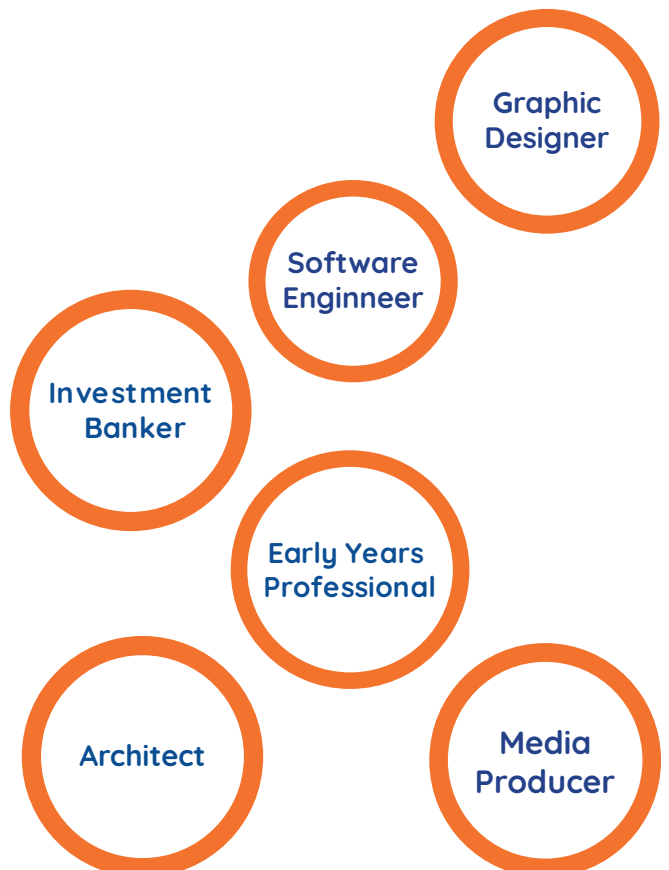
USP College is committed to maintaining a careers portal, with our staff trained to support students to:

01 Know where to find information on growing career opportunities

03 Recognise and work with regional employers

02 Investigate the skills required to be successful in a career pathway

04 Provide progression routes, including qualifications and university opportunities





For example:

Medical Technologies & Life Sciences



Available Career Packages

Nurse/Midwife, Medical Scientist, Social Worker



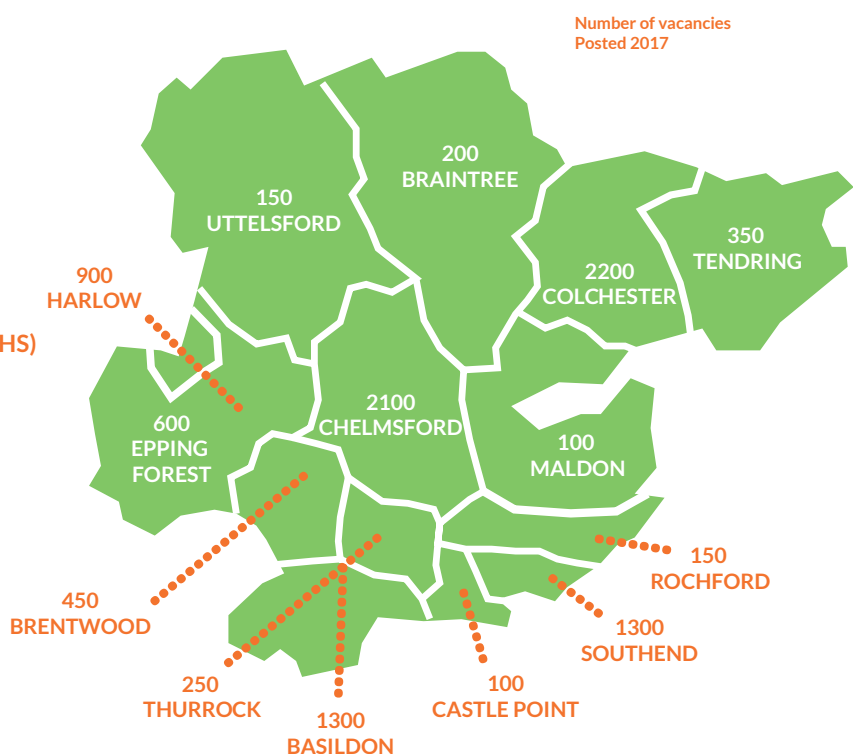
Professions

Cardiologist; Clinical radiologist; General practice doctor; Hospital doctor; Pathologist; Physician associate; Psychiatrist, Surgeon; Adult nurse; Anaesthetist; Children’s nurse, Healthcare scientist; Higher education lecturer; International aid/development worker; Mental health nurse;

Where could you work?

Key employers within Essex

- Aspen Healthcare
- BMI Healthcare
- BUPA
- Care UK
- National Health Service (NHS)
- Ramsay Healthcare
- Spire Healthcare



Continuous Professional Development (CPD)

We want to ensure our students recognise the importance of developing their skills throughout their lifetime. With the expectation that our 'gig economy' will lead to most young people having five or more career changes in their lifetime, we know transferable skills and ongoing development are key.

CPD by industry, for industry

We want to make sure our students are work-ready. To achieve this, we ensure we provide:



Sample student CPD programme

Maths and English at the appropriate level for the individual based on requirements, career choice and aspiration

Digital skills package for all students

Focused work experience or placement within the field of the chosen career goal or cluster

Guru talks and lectures from industry experts from the selected career professions

Industry related CPD events will be provided

Specialised links to employers and higher level study within the chosen field

Where appropriate, students will spend time working in a College Company to build up a portfolio of live briefs. College Companies will form an integral part of the strategy



USP strategy supporting career development

Monday, Sept. 19



After receiving the highest grade possible for his BTEC, D*D*D*, Husnain progressed to the position of Civil Service Apprentice at the Department for Work and Pensions.

"The course was planned out perfectly and my tutors supported me with everything including how to get ahead. They helped to suggest career paths that I could go down and were constantly reviewing my grade and addressing how I could improve.

After a lot of research, I decided to apply for a Civil Service Apprenticeship at HM Revenue and Customs. This entailed a year-long process of tests, assessment centres and interviews but it was worth it in the end as I started the Apprenticeship just a couple of months after leaving College. As part of the Apprenticeship, I have visited many schools and colleges to promote the Government's 2020 vision of recognising young talent. I can't wait to progress even further in the industry, and aim to become a manager in the future."

Husnain Munir

Megan aimed for a career in Finance from a young age taking A-Levels in Economics, AAT Accounting and Financial Studies.

"I chose USP College because of its AAT Accounting course which other local colleges and sixth-forms don't offer. I also had heard that this was a great A-Level to study for progressing into work in the field.

Since leaving USP College, I've got a job as a Revenue Assistant at Charles Russell Speechlys - a law firm in London. I deal with things like billing, networking and generally look at all the revenue coming into the business."

Megan Letley



Your life. Your career.



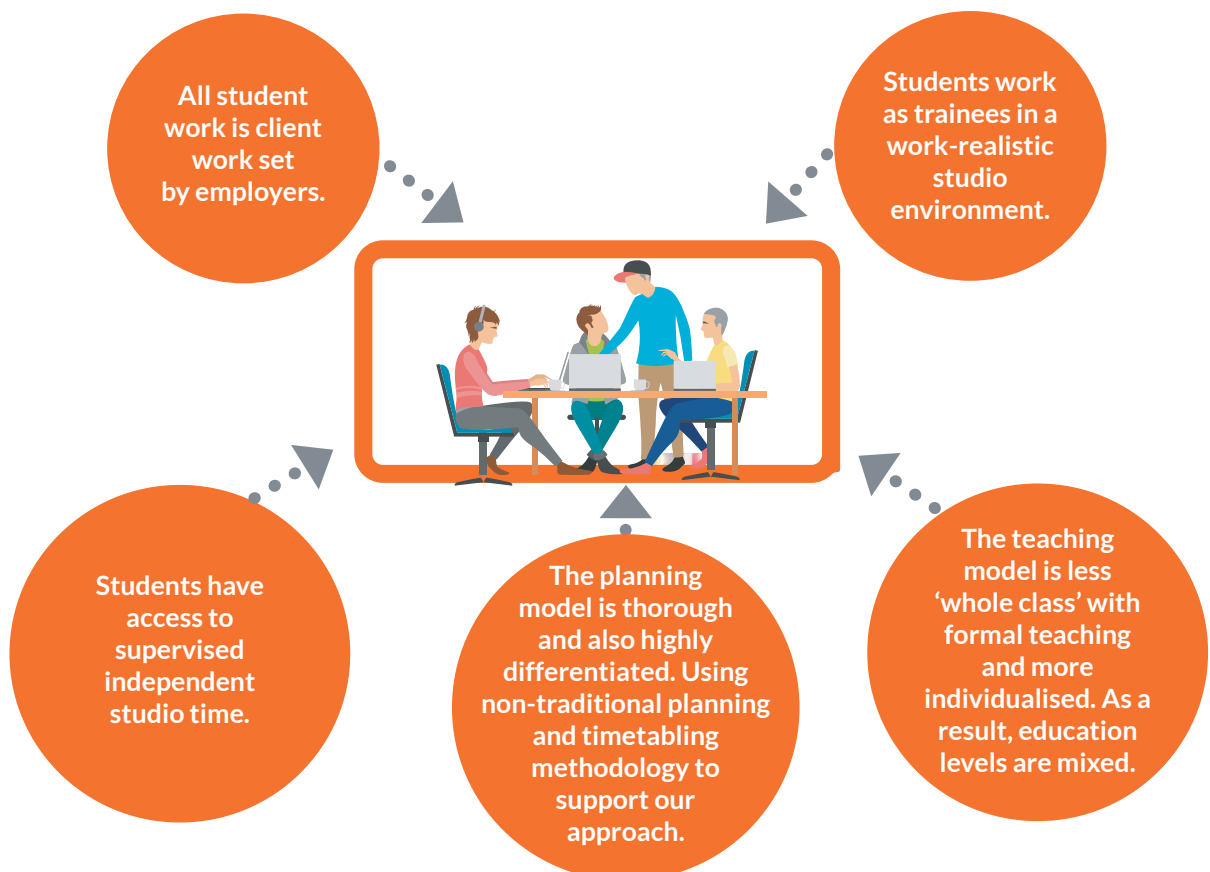
College Companies

Working to the National Careers Strategy, SELEP priorities and Career Packages for our students, we are committed to providing students as many opportunities as possible to enhance their career skills. A critical way for students to develop skills is through live commercial commissions and briefs from employers.

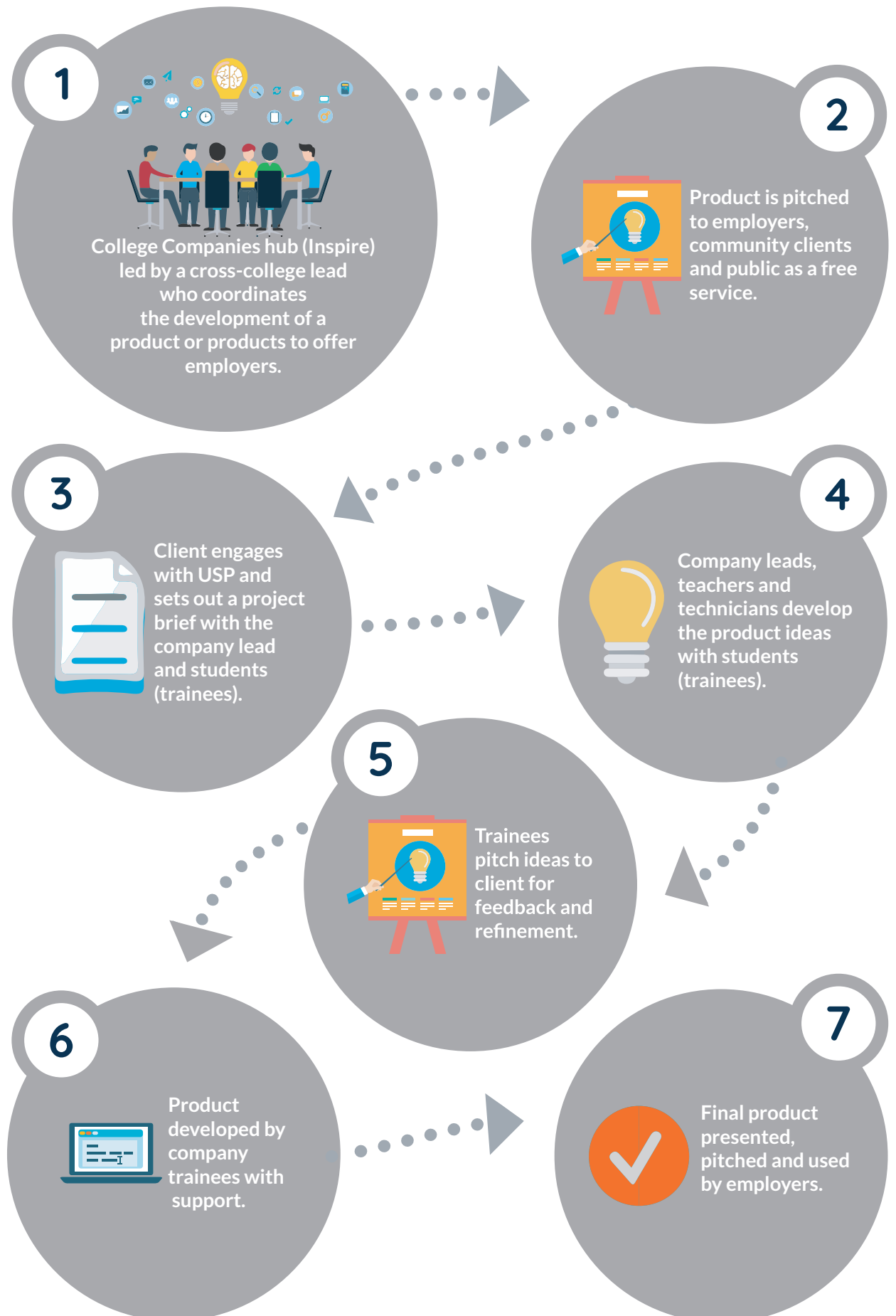
The College has successfully operated a pilot project of live employer briefs for students by investing in the leadership and supported by resources, to ensure that there are College Companies in all key areas. There will be a phased development through 2018/19, helping support 15 Career Packages.



Our College Companies provide students with training in an authentic business environment. We seek client-led briefs and projects that are relevant within each sector. This approach enables students to build employer connectivity and experience, ensuring they are ready for work, following full-time education. Students set their objectives and targets to ensure ownership is taken from the start.



How College Companies work



I believe that it is better to be making a site for a real company as it pushes you to make the website as good as possible.

Teejay Swain

Working with a live client gives us great real life experience. Receiving a detailed brief from Yamfar was extremely helpful.

Prince Singh

This experience is very useful and fun we have all the content to complete the task, it makes for a good experience for future web development.

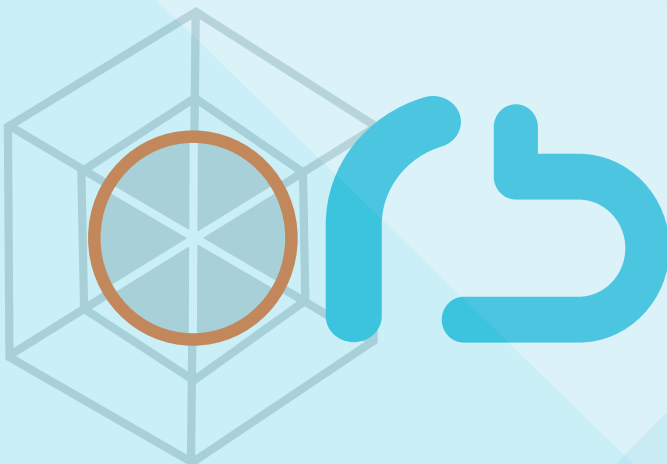
Jerome-Gooden

I like working with a live project such as this because there is a sense of reward at the end. This is a type of motivation which is also a real life experience which you can use in the future.

Joseph Shibu-Abraham

Working with a company is fun and allows me to experience what it's like to work with a company.

Jack Henderson



Website design: Client - Yamfar - BTEC Level 3 IT



It sets us up for constructive criticism which we would get in the real world. It's an experience to help us prepare for the industry.

Shannon Stewart

Working on life briefs has made me more confident in my social skills, especially for gaining work after college.

Charles Pickering

It gives us a chance to experience what working in the industry will be like.

Joseph Haines

Live briefs let us work with real people and employers which helps us to grow and improve as creatives. Being a creative is all about networking and these projects help us to build up our contacts.

Megan Watts

It lets you know what to expect from the future and get real experience and feedback from clients that will be honest about your work.

Holly Mason

Live
creative



The critical role of employers

Employers will be fundamental to the success of the Career Packages to ensure we meet our pledge.

For employers, this is relevant engagement, to address the skills gaps, inhibiting employment and recruitment.

Not only will employers from the chosen industries/sectors be vital in providing work experience, live briefs and guru talks, they will be fundamental in the design of our Career Packages. Each Career Package must have employer endorsement to ensure currency. Engaging employers in this mutually beneficial approach will be essential to the delivery of our strategy and pledge.



A sample of our engagement activity:

Help us to help you....

We're on a mission to improve the employment prospects of our students and with the support of employer's who are seeking skilled workers it makes a great partnership.

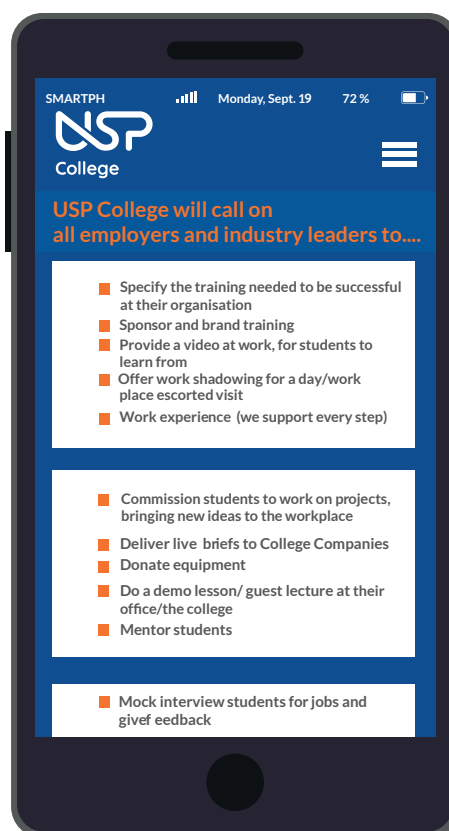
We are looking for employer's to offer a wide range of support which could include:

- A virtual tour of your office space
- A master-class from your expertise or workplace etiquette/skills
- Guidance for our teachers on the skills our students need to thrive in their career

Our 'call to action' to employers

Insight to our approach

With key College personnel focused on partnerships, business development and the commission of College Company briefs, we intend to continue to target employers in professional services and growing sectors to ensure our curriculum is demand-led and provides practical opportunities for students.





The National Careers Strategy - our commitments

In December 2017, the Department for Education published a new National Careers Strategy setting out roles for employers and education providers. This was followed in January 2018 with careers statutory guidance for schools. This includes a key and broader role for the national Careers Enterprise Company (CEC).

The focus is on strengthening engagement with employers and ensuring access to Apprenticeships and other opportunities are positive and aligns with the ambitions set out through this strategy. There is a clear role for LEPs (Local Enterprise Partnerships) and partners in delivering the strategy and this are reflected in our commitments and ambitions.



Key elements of the National Careers Strategy include:

- 01 A focus on ensuring learners foster links and 'experiences' with employers.
- 02 All schools to give providers of technical education the opportunity to talk to pupils about their offer and continued work with Higher Education and Apprenticeships.
- 03 A commitment to improving the take up of STEM (Science, Technology, Engineering and Maths) qualifications.
- 04 A requirement for schools to meet the eight Gatsby Benchmarks which form a framework for good career guidance including encounters with employers and linking curriculum learning to careers.
- 05 A role for Ofsted to comment on careers guidance provided in inspections.
- 06 'Careers Hubs' in 20 areas, linking together schools, colleges, universities and other local partners.
- 07 Support higher education students from disadvantaged backgrounds to make the best use of their university careers services and offer support such as mentoring and outreach.
- 08 Contributions to careers information from LEPs, including local industrial strategies and skills advisory panels and up to date information on skills and jobs in local areas.

Key elements of the USP College Careers Strategy and Commitments include:

- 01 Development of College Companies and Career Packages.
- 02 A drive to engage with partner schools to speak with students about the opportunity to come to USP College and continued work with Higher Education and Apprenticeships.
- 03 A commitment to improving the take up of STEM, promoting professional Career Packages in science and technology.
- 04 A commitment by USP College to meet the eight Gatsby Benchmarks for good career guidance, including encounters with employers and linking curriculum learning to careers.
- 05 Be open to scrutiny and celebrate our careers guidance and CPD for students.
- 06 We will be a professional service hub and will seek national accreditation from the Career Colleges Trust.
- 07 To promote and raise awareness of opportunities for higher education students from disadvantaged backgrounds to make the best use of their university careers services and offering support.
- 08 Give students access to information on regional career opportunities, linked to SELEP, and local advisory boards.

“ Total number of enterprises
169,545
Total number of SMES
169,045

“ Number of workless households
178,400
Number of children in workless households
83,300

“ GVA overall
£85,794M
GVA per head
81.9

“ Total jobs
1,907,000

“ Projected Population
4.6M in 2030

“ % Working Age
Level 1+ qualification 86.5%
Level 2+ qualification 72.6%
Level 3+ qualification 52.8%
Level 4+ qualification 33.3%
16-64 year olds with no qualifications 7.5%

“ Population
4.2 M

“ Total current households
1,283,500

“ Weekly earnings by residence: £574.90
Weekly earnings by Workplace: £528.70

“ Number of
Secondary schools 271
Primary schools 1,132
FE colleges 17
Universities 9

“ Skills capital expenditure (33 Projects) 2017-18
£36.6 M

“ Job Postings in the last 12 months
367,000

“ Number on out of work benefits
40,070

“ Working age (16-64) population
2,542,000

“ European Social Funding contracted: £53M
European Social Funding to be contracted £17M
Number of schools engaged in careers
Enterprise Advisor network: 159
Number of Enterprise Advisers (employers) working with schools: 152

“ Total number of apprenticeship starts 2012/13
32,870
total number of apprenticeship starts 2015/16
32,430



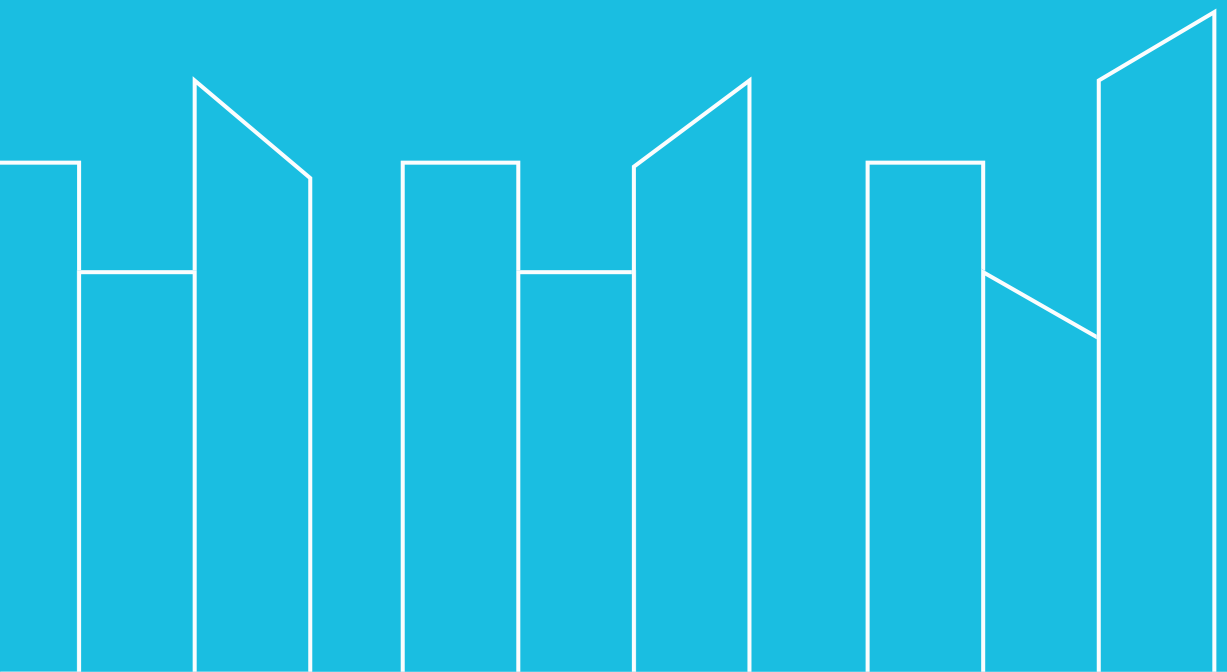
South East LEP Now 2018

South East Local Enterprise Partnership

Statistics Supporting the USP Pledge

“The USP strategy has been designed to meet the Gatsby Benchmarks. Our Sector Boards consist of employers, academics, HEI from our key sectors and careers to ensure our careers information is current, up to date and relevant to the changing needs of the region and beyond.”

Dan Pearson, CEO



SELEP (South East Local Enterprise Partnership) LEP (Local Enterprise Partnership) The South East Local Enterprise Partnership (SELEP) is one of 38 LEPs, the biggest LEP outside London, established to “provide the clear vision and strategic leadership to drive sustainable private sector-led growth and job creation in their area” [Local Growth: Realising every place’s potential, HMG, October 2010].

UKCES (UK Commission for Employment and Skills) A publicly funded, industry-led organisation that offers guidance on skills and employment issues in the UK.

Our pledge to the community

By 2025 we will train 15,000 young people with the skills to stand out against their competitors to gain aspirational and exciting careers.