



# Our Vision for 2022-2027

## Culture, Values & Goals

Strategic Plan 2022-2027



# Executive Summary

In August 2021 as we start to see a changing landscape in the education sector and the path out of the Covid-19 pandemic it is the right time to set the strategic direction for the organisation for the next 4 years and beyond.

Over the past 18 months we have tested the team in adapting to the remote digital world of teaching, watched students and families also adapt in that climate and still achieve their qualifications with 96% retention rate of students in 2021. There is a great deal to learn from those adaptations and from the changing landscape in relation to employment opportunities, emotional well-being and the mental health of our students and our team.

Throughout this period of change we have been very focussed on ensuring we are improving our quality of delivery and working closely with our partners to ensure we are continually growing and improving to meet the needs of students

We have taken time to look at ourselves, recalibrate and revised our mission, vision and values to give us a strong foundation for the future. This exercise has given clarity to where we see ourselves moving forward and identify areas to grow and adapt to ensure we are meeting the needs of the community, students and wider stakeholders.

Our ambition for the organisation is to be clear about what we offer, seek to gain purposeful employment for our students, prepare our students for life and work and deliver a high standard service to all. Therefore this Strategic Plan is focussed on culture, values and goals for the next 4 years to create a healthy, safe and exciting organisation people want to work for, work with and come to learn and grow.

Sally Garratt  
CEO





# What we do

Educate and train young people with learning disabilities, including vocational and basic skills, personal development; preparing them for possible work placements and employment and encouraging independent living.

Promote the personal development of young people, including those with learning disabilities, through the provision of challenging activities.

# Our Vision

Empowering young people to discover a world of opportunity and possibility



# Our Mission

To deliver exceptional education, within an inclusive environment, building a strong foundation for life.

# Values



## Ambitious

**Our standard is as high as our aspiration**

- Striving for excellence in everything we do.
- Being courageous enough to continually raise the bar.
- Always looking for ways to develop
- Expecting the best from ourselves and each other



## Creative

**Exploring innovation and embracing change**

- Being adventurous in the way we think and act
- Being progressive in our approach and our decision making
- Breaking down barriers and looking for new ways of working
- Developing partnerships to ensure growth and sustainability
- Being solution focused and relentless in our pursuit of outstanding



## Brave

**Fearless in our boldness**

- Empowering and encouraging each other to take controlled risks
- Taking ownership for our actions and behaviors
- Speaking out knowing we will be heard
- Standing up for what we believe in



## Collaborative

**Feeling valued and adding value**

- Embracing difference
- Acting with integrity in everything we do
- Being respectful of others views and opinions
- Creating trusting, respectful and supportive partnerships
- Creating an environment which has zero tolerance for harm

# Our Activities

Petty Pool is a registered charity based near Northwich, Cheshire and is a Vocational College and Outdoor Education Centre set in over 40 acres of Cheshire woodland. Our vision to make our provision the best it can be for our young people and visiting groups and grow our offer into 3 key areas.

We firmly believe this growth will not only support our current students but set the scene for future cohorts, stakeholders and visitors. We want to be on the map as a high performing organisation offering a fantastic service to all who visit.



**Outdoor  
centre**



**Vocational  
College**



**Enrichment  
Services**

# The Vocational College

We are a key partner for CCSW and deliver a significant proportion of their high needs provision for young adults aged 16-25 with learning difficulties and differences across Cheshire and the North-West.

Learners are offered personalised programmes, based on the Preparation for Adulthood agenda, taking account of their starting point and their long-term aspirations. Vocational accreditation is also used to meet learners' long-term goals aspirations. The college uses the staged process of recognising and recording progress and achievement (RARPA) for recording non-accredited learning and progression. Our curriculum is designed to increase meaningful outcomes for all learners to aspire to gain purposeful employment.

## Our Priorities for College

- Focus on a high standard of education delivery
- Create a specialist workforce to ensure all students needs are met
- Develop strong relationships with families, our community and wider stakeholders
- Adopt a Trauma Informed Approach to supporting our students
- Strengthen our network with other specialist providers to share practice
- Create clear employment pathways with our employers to maximise job outcomes

Our students are aged between 16 and 25 years of age, all have an active EHCP and are working between Pre-Entry, Entry Level and Level 1. All of our learners are on the 16-19 Study Programmes.

Our intention for our learners, during their time with us, is to experience what we call 'The Petty Pool Effect'.

- Effective transition from school to the college environment
- Preparation for Employment through vocationally specific pathways in Animal Care, Horticulture & Conservation, Retail & Customer Service, Office & ICT, Hotel & Tourism and Catering.
- Preparation for Adulthood –students prepared for independent living in all of its forms
- Supporting young people with learning difficulties & or disabilities to become active citizens and confident self advocates
- Develop learners digital literacy skills and create digital citizens
- Happy positive learners with skills in maintaining personal well-being
- Development of functional maths and English Skills
- Meet all EHCP outcomes





# The Outdoor Education Centre

**Our Outdoor Centre is a fantastic resource for our students and visitors to Petty Pool.**

We deliver day courses and residential programmes in conjunction with the needs of the visiting school and work with them to develop skills to support the young people's growth. We focus on teamwork, resilience, confidence and self esteem and building relationships.

Our programmes include climbing, high ropes, crate stack, archery, bushcraft and forest school along with options of working with partners to grow our provision.

Within the timescales of this development plan we want to ensure we grow and develop strong relationships with our customers and grow our presence in the sector and local area, while ensuring we are working with safe process and procedures. Our ambition would be to partner with organisations to compliment our values to help grow the activities we offer and develop further the already well established reputation.

## Priorities and Development for OEC

- Widen participation across college with set number of days for each class to access adventurous and environmental education.
- Widen activities offered to college young people – including but not limited to paddlesport, trekking, outdoor climbing
- Offer activities, potentially with a fund-raising angle, to college staff.
- Develop residential offer to College young people and increase numbers participating in outdoor activity
- Develop involvement of college young people in accredited activities – including Duke of Edinburgh, John Muir Award, Paddle sport Certification etc.
- Lead through successful AALS inspection to deliver licensable activities to visiting groups
- Pursue opportunities in partnership working with partners who complement our services
- Develop partnership working with other sites to look at opportunities for other activities and dual delivery sites.
- Develop bandwidth in instructional staff and procedures to allow multiple courses to happen on the same day, e.g. college & visiting group, day & residential groups, expanding income potential
- Develop marketing to new and current customers – ensuring they are aware of the breadth and depth of our offer, and the ability to focus on curriculum-linked sessions
- Develop our offer centered around welfare, mental health, and therapy using the wilderness/outdoors as a medium aim to fill Nov-Feb to approx. 50% occupancy / course delivery days by end of this 2-year period
- Develop a well qualified staff team, made up of a mix of contracted and freelance staff – diversifying responsibilities and enabling staff members to lead on projects / courses etc.
- Have minimised 'dead' time in the centre at any point in year by having identified and tied in courses during holidays, weekends and winter periods.
- Be offering accredited training to internal and external teaching staff, other professionals and members of the public
- Expand our family-focused provision
- Have begun to embed tie-ins with social services, other SEN provision and pupil referral units – leading to long-term relationships and alternative income streams
- To embedded Duke of Edinburgh across college and for external school and groups to access our facilities.





# Enriching Student Experience

Petty Pool is keen to ensure students are learning at every opportunity and putting in practice the skills they are developing. The Preparation for Adulthood outcomes for securing employment, staying healthy, community inclusion and independent living are great ways to expand our student experience by offering enrichment activities to provide those informal learning opportunities. This is an area of growth for Petty Pool through the duration of this business plan to not only ensure students gain meaningful experiences for life, but to also build on vocational skills acquired in college.

## Petty Pool Plus



Enhanced enrichment offer for current students to enjoy wider experiences to compliment their curriculum and Preparation for Adulthood journey. The activities would be a combination of activities on site using college or outdoor centre facilities and agreed off site activities to maximise the offer. This will be a formal offer for Local Authorities to refer to and consider as options on a case by case basis to meet individual's needs and enhance their experiences.

## Social Enterprise Programme supporting students agenda for employment



Activities to support preparation for employment and allow students to put their skills into practice and gain further real life experience of the world of work. This would include opportunities on site being maximised in our Coffee shop, Community shop, with our onsite maintenance team and our horticulture annual programmes and developing further community activity offering a range of services with our MORE Maintenance team.

## Partnerships and Employers



Community partnerships are going to be key to the future growth of Petty Pool, ensuring we are on the map for leading in the sector around supporting the neurodiversity agenda particularly in relation to employment opportunities for students.

Partner relationships with organisations that align to our values are key for future direction of our grant or bidding opportunities to enable us to support more families in the wider community.





## Transition and Employment



Support the current education contract to gain placements and employment opportunities on completion of their education pathway. The employment and transition team will gain purposeful employment opportunities for current students and support employers with meeting student needs.

We will endeavor to develop a wider service for ex-students returning for a 'Re-engage' Service to support back into purposefully activities in the community

## Local and National Initiatives



Community partnerships developed with complimentary organisations supporting the disability agenda.

Development of wider activities and service in new areas of growth like Sport for young people with learning disabilities, respite holiday opportunities for families, support for employers in the workplace.

## Adult Day Services



This area is a longer term vision for Petty Pool as we would need to grow a qualified team to offer Adult day Services in the future. Preparation for this service offer needs to be well established in this Business planning cycle. CQC registration and satisfaction of criteria would need to be worked towards with sound knowledge of process, training and planning. Along with the development of the offer, including reviewing our premises, seeking opportunities outside of Petty Pool and focussed recruitment of qualified team.







# Our Strategic Aims

## Aim 1 Deliver Outstanding education

- To embed our RARPA curriculum
- To effectively use our new management information system including providing robust reports to improve our performance and decision making
- To have a highly trained and specialist team with expertise in teaching and learning support for SEND.
- EHCPs outcomes will be integral to students learning
- Embed a trauma informed approach to behaviour and attitudes
- To implement a robust quality assurance cycle to support the development of the organisation and the student experience

## Aim 2 Expansion of Outdoor Education Centre

- Delivering a range of opportunities to our students as part of the wider learning including forest schools, John Muir Award and Duke of Edinburgh
- Developing and delivering a forest schools outreach programme
- Complete the development work to relaunch the centre as an outdoor development and educational centre which links more effectively to the national curriculum
- Develop and execute an effective marketing strategy to recruit new customers to our centre

## Aim 3 Enriching student experiences

- Grow Petty Pool Plus into after college and weekend groups and clubs
- Secure wider partnerships for collaboration
- Develop further our MORE Maintenance community programme
- Develop more opportunities for work experience on site at Petty Pool
- Open our community shop for strengthen community engagement and offer work experience options





## Aim 4

### Adapting and future proofing

- To embed a new structure with clear roles and responsibilities for each area of the organisation.
- Share collective responsibility and accountability for the performance of organisation to drive improvements.
- Work to embed our vision, mission and values into daily practice
- Develop a behaviour framework that underpins our values and is integral to the appraisal process
- To accurately report on our activities via our MIS system and ensure reports are robustly securitised and challenged.
- Leadership and Management to be performing as good or better in self-assessment
- Improve our social media presence, using platforms to engage our audiences
- Review our place in the sector, geography etc and look to engage and partner with key organisations to support out vision.
- Share and be more visible online with case studies, annual events and conferences

## Aim 5

### Investing

- Full estate and asset review with clear 10 year plan agreed at year 2
- Identify fundraising strategy in line with estate growth
- Review our investment portfolio via the Finance Sub committee
- Refurbishment of residential area to provide further education space
- Implement transport plan for the site

## Aim 6

### Reducing environmental impact

- Introduce a Sustainability Committee involving students and staff to drive change in line with our Sustainability Policy
- Ensure suppliers Sustainability policies are obtained and in line with our own approach and our purchasing is ethical
- Ensuring our behaviours, decision making and ethos has our environment at its core
- Reducing and disposing of our waste in the most environmental way as possible
- Review all our utility supplier options to become more green

## Aim 7

### H&S and Safeguarding

- Adopt a visible positive approach to Health and Safety ensuring it is at the forefront of our thinking
- Create ambassadors for Safeguarding throughout the organisation to give confidence to our team, students, parents and wider stakeholders
- Strive for zero harm across the college and anyone who comes into contact with the undertaking
- Embed a no blame interdependent safety culture where everyone looks out for one another
- Develop safety, health and safeguarding leading metrics and KPIs aimed at identifying emerging risk within the organisation
- To ensure college wide consultation and to embed participation in safety and health related matters with college employees and students and link to Student Council
- Through the leadership framework and Senior Leadership Team meeting structure to keep under review the resources required to achieve health, safety and safeguarding excellence
- To ensure access to competent health and safety advice
- To develop a Visible Felt Leadership approach that seeks to start safety conversations that people want to continue which is measurable
- To develop safety campaigns with clear messaging and celebrate safety successes





## Funding key objectives

- Maintain the relationship with partners and continually improve the quality of delivery
- Grow income in the Outdoor Centre with parallel delivery and maximizing on site opportunities
- Grow our Enrichment, Community and Adult Services
- Development a pipeline of grants and bids for the next 4 years
- Consider deliver of enrichment in other locations outside of Petty Pool to increase opportunity





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