
Corporate
planning
2023-27



**Queen
Alexandra
College**
Birmingham

Our 4 year strategy

A young man with dark hair and glasses is wearing a white headset with a microphone. He is sitting at a desk, looking at a computer monitor, and his hands are on a keyboard. He is wearing a blue t-shirt and a red lanyard. The background is slightly blurred, showing what appears to be a classroom or office setting with posters on the wall.

**A national
college for people
with disabilities**

Empowering Abilities, Inspiring Lives

Our 4 year strategy

Queen Alexandra College

Birmingham

02

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Corporate planning 2023-27





**Empowering abilities,
inspiring lives**

Our 4 year strategy

The QAC charity's strategic areas consist of Residential Services, College Services, Community Services and Enterprises.



Through these four areas, the QAC charity aims to be recognised as a leading Birmingham disability charity with regional and national reach.

By offering a comprehensive range of services, including residential support, specialised education, community engagement, and enterprises, the charity creates a holistic and impactful approach to empowering individuals with disabilities and learning difficulties, promoting their active participation in society.

1

Residential Services:

Focusing on providing safe, supportive, and inclusive living environments for individuals with disabilities and learning difficulties. This may include term time, educational placements, and small group homes in supported living arrangements, or respite accommodation options. The goal is to foster independence and personal growth while ensuring access to essential services and support is available. By offering a range of residential options, the charity can meet diverse needs and preferences, creating a sense of belonging and community among the residents.

All learners, clients and staff supported within safe and well-resourced environments

2

College Services:

Delivering specialised high needs, educational programmes for young people with disabilities and learning difficulties. These services aim to provide comprehensive support for academic, vocational, therapeutic and life skills development. The college may offer tailored curricula, adaptive technology, has a high emphasis on work, adult life and prepares students for future employment and independent living. The focus on education, social and emotional needs equips individuals with the tools and knowledge they need to achieve their goals and thrive in various aspects of life.

3

Community Services:

Extending the charity's impact beyond its residential and college settings. It involves actively engaging with the local Birmingham and Black Country communities to promote awareness, understanding, and inclusion for individuals with disabilities and learning difficulties. Community services may include outreach programmes, personal assistant support, advocacy and partnership opportunities which raise awareness and foster collaboration. Community Services drive positive change on a social scale and positively influence the lives of individuals with disabilities and learning difficulties throughout local communities.

4

Enterprises:

The Enterprises arm of the charity operates commercial ventures and social enterprises that support its mission and sustainability. These ventures include businesses that provide specific services for individuals with Visual Impairments as well as wider disabilities, and generates revenue that is reinvested into the charity's core services. By running enterprises, the organisation demonstrates its commitment to economic empowerment and social inclusion, showcasing the capabilities and contributions of individuals with disabilities and learning difficulties.



Our aims & strategy going forward

Our strategic objectives



Empowering Abilities, Inspiring Lives

Our strategic objectives over the next 4 years.



The strategic objectives for 2023-2027:

1. Be recognised as a leading Birmingham-based organisation supporting young adults with learning difficulties and learning disabilities.
2. Be an excellent provider of educational, community and residential services.
3. Undertake organisational repositioning to promote growth clarity and diversity of services.
4. Achieve high levels of student and client satisfaction.
5. That the student and client populations be housed in high-quality, well-adapted provisions across Birmingham.
6. Maintain financial stability.
7. Be recognised as an excellent employer.
8. Lead by example in sustainability, diversity and high needs provision.



High levels of success, pass rates and meaningful progression opportunities



By 2027, the QAC charity will have:

1. Increased awareness of the charity offer across the local and regional community stakeholders.
2. Successfully repositioned, branded and marketed the **QAC** charity.
3. Raised the organisational profile through successful income generation initiatives.
4. Improved stakeholder communications of organisational operations and services.
5. A range of positive feedback and testimonials from beneficiaries and community stakeholders.
6. Undertaken regular surveys showing high levels of satisfaction among students, clients, and families.
7. Celebrated the student voice through national parliaments, College committees and social media.
8. External recognition of high standards and quality across all areas.
9. Consistent progress and accomplishments of students and clients towards their goals.
10. Low dropout rates and successful outcomes in educational and employment.
11. Ongoing compliance with safeguarding regulations.
12. Maintaining accessibility standards and regulations.
13. A safe and compliant IT infrastructure that meets demands of the organisation.
14. Positive feedback from users regarding the quality and adaptability of the facilities.
15. Continuous improvements and upgrades to estates and facilities to maintain high standards.
16. Balanced budgets and financial reports reflecting stability and prudent financial management.
17. Efficient allocation of resources to support the organisation goals.
18. Implemented initiatives promoting inclusivity and support for individuals with High Needs.
19. Demonstrated a commitment to sustainability practices, reducing environmental impact.
20. A diverse and inclusive organisational culture, reflected in the workforce and service provision.
21. High employee satisfaction and retention rates.
22. Continued engagement with the Staff Voice and meaningful collaboration.
23. Positive feedback from staff regarding opportunities for growth and a supportive work environment.

Background and aspirations

Our vision over the next 4 years.



Background

Queen Alexandra College (QAC) has a history interwoven with Brib, the Birmingham Royal Institute for the Blind which has been providing education, vocational training and employment services for people with visual impairment for over 170 years.

It has been located on the Court Oak Road site in Harborne since 1903 and **QAC** celebrated its 25th anniversary as a separate charity to Brib. During this history, **QAC** has supported and educated people with visual impairments and many other disabilities to achieve their aspirations for adulthood through a diverse, multi-disciplined educational service that includes therapies, specialist support and behavioural interventions.

QAC is a registered charity and a company limited by guarantee.

MISSION STATEMENT

QAC empowers young adults with learning difficulties and disabilities to achieve their ambitions and to lead fulfilling lives.

The QAC Charity Goal:

To create challenging learning and development opportunities and inclusive environments and for young people with disabilities and difficulties, within a culture where they can thrive academically, emotionally and socially.



QAC's Aspirations:

- ▶ That the **QAC** charity be known as a leading Birmingham disability charity that supports individuals with disabilities and learning difficulties.
- ▶ The **QAC** College be known as the provider of choice within the local, regional and national 16+ learning community for those with SEND.
- ▶ That **QAC** is strong financially whilst able to embrace a flexible, innovative and responsive approach to local, regional and where appropriate, national needs.
- ▶ **QAC** will maximise the use of marketing and income generation to support strategic aims.
- ▶ Progression into further and higher education will be promoted and further collaborative work will be developed with local specialist and mainstream Colleges.
- ▶ To create meaningful, sustained work experience and placements that supports realistic job opportunities for students and clients.
- ▶ Joint programmes will be developed that work for our students who aspire to higher levels of study and we will promote SEND specialist placements for our partners' students.
- ▶ Pathways into independence and residential life will remain a high priority.
- ▶ **QAC** will ensure its students and clients receive the highest quality Information, Advice and Guidance for their progression into adulthood.
- ▶ **QAC** will work with staff to promote a culture of development and achievement where a flexible workforce feels valued, respected and integral to the success of the College, its students and clients.

We will expect only the highest standards from each other



Making a positive difference

Embracing culture



QAC's culture

As an organisation, we will continue to embrace a culture in which both staff and students share aspirations, feel valued and together achieve strategic objectives.

We will continue to attract and retain staff of the highest calibre, who are proud of **QAC's** achievements and who wish to be an integral part of ongoing and future successes.

The culture of **QAC** is underpinned by its values and mission statement. All staff, students and clients will work within the values, demonstrating them in their daily practices and activities. We will expect only the highest standards from each other and be confident to challenge under performance without fear or favour, should it be seen.

QAC recognises the importance of valuing its staff, recognising and celebrating the positive impact that our strong staff team has on student wellbeing and achievements. **QAC** will further develop celebration of staff contributions, promote staff health and wellbeing, ensure that the Staff Voice is heard and ensure opportunities are available for staff to collaborate and contribute to the direction of the College.

The QAC values

→ RESPECT

We will listen, learn from and show sensitivity and appreciation to the views of others whilst retaining belief in our own convictions.

→ INTEGRITY

We will be honest and have strong moral principles.

→ COLLABORATION

We will work together with internal and external partners to achieve our goals.

→ ENABLING

We will empower students to achieve their potential and minimise barriers to learning and independence.

→ EXCELLENCE

We are proud of what we do and will challenge each other to provide the highest quality experience for students and staff alike.

→ INCLUSION

We will ensure everyone can participate fully in College and **QAC** life, feels welcome, safe and valued.

→ FREDIE

(Fairness, Respect, Equality, Diversity, Inclusion and Excellence)



QAC's curriculum model



Academic curriculum



Springboard
Pre-Entry



Preparation for Life
(PfL)
Entry 1 - 2
'Step Out'



LEAP
(Learning for Employment
and Progression)
Entry 3 - Level 1



Parallel curriculum



Health therapies

- ▶ Nursing
- ▶ Physiotherapy



Positive behaviour support and therapies

- ▶ PBS team
- ▶ Educational psychology
- ▶ Clinical psychology
- ▶ Mentors & counsellors



Rehabilitation therapies and living skills

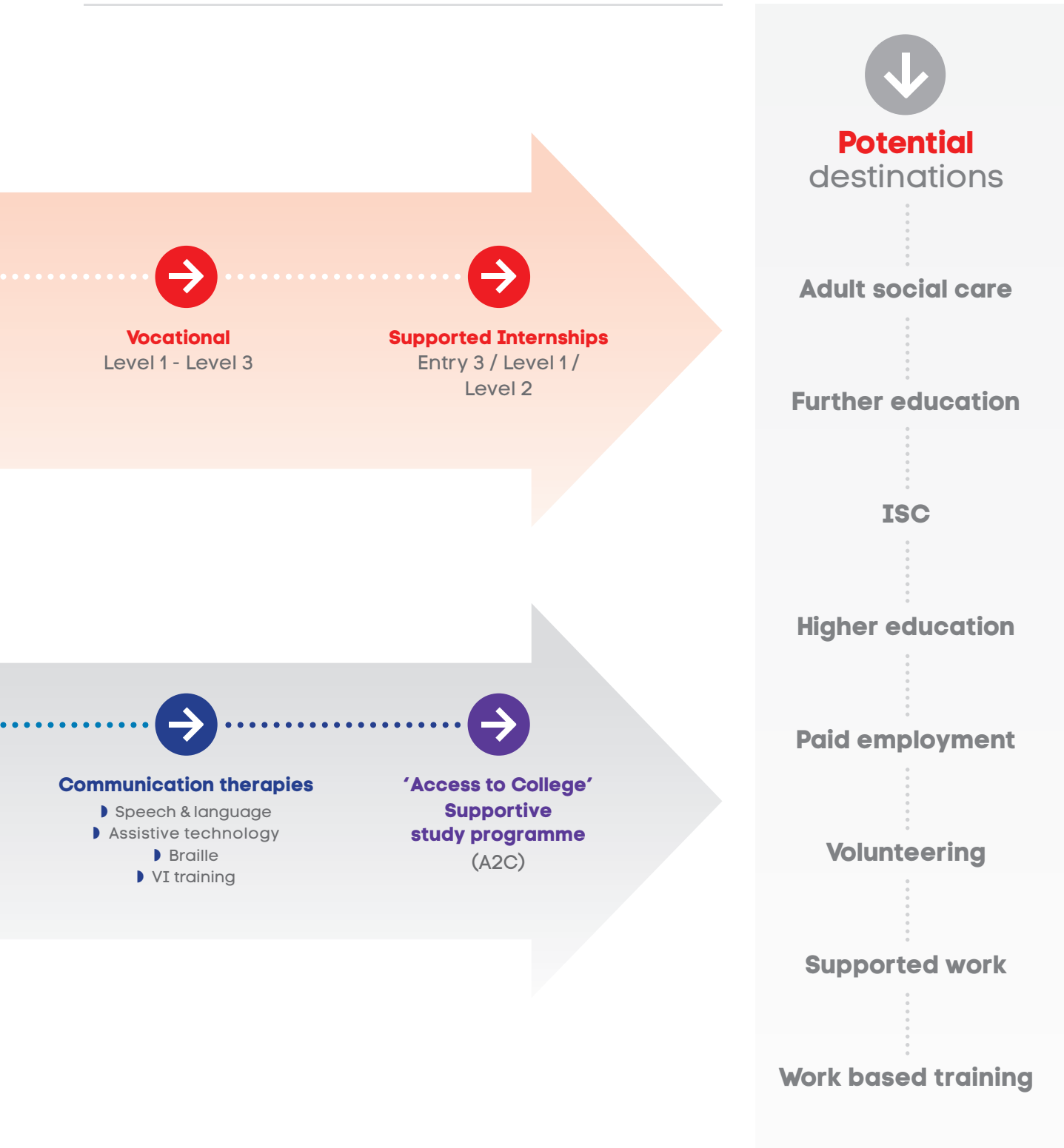
- ▶ Orientation & mobility
- ▶ Activities for daily living (RATTS team)
- ▶ Occupational therapy
- ▶ Sensory therapy

At QAC your learning is planned around your individual needs



Developing the right programme for you is vital to ensure you achieve your long term goals. Whether you choose to be a Day Student or a Residential Student, your programme will be tailored specifically to you.

The curriculum at QAC is designed to maximise adult life opportunities for all students. Opportunities may be through increased independence, higher academic achievement or through skills that enable employment.



QAC Enterprises



QAC Enterprises

We will ensure financially sustainable, responsive enterprises thrive through careful governance and a delivery that meets need.

Future developments will be rooted in the core specialist offer of **QAC**. Strategic focus is on ventures that are aligned with the organisation's core expertise of specialist education and skills development and therefore linked to improving learning, employment, independence, behaviours and residential living for people with needs that challenge or SEND.



A college
for everyone





Improving life opportunities for people with high needs

Contact Us

If you need this guide in an **alternative** format (Braille, large print or audio):
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