



STRATEGIC PLAN

2021 ▶ 2025



CONTEXT

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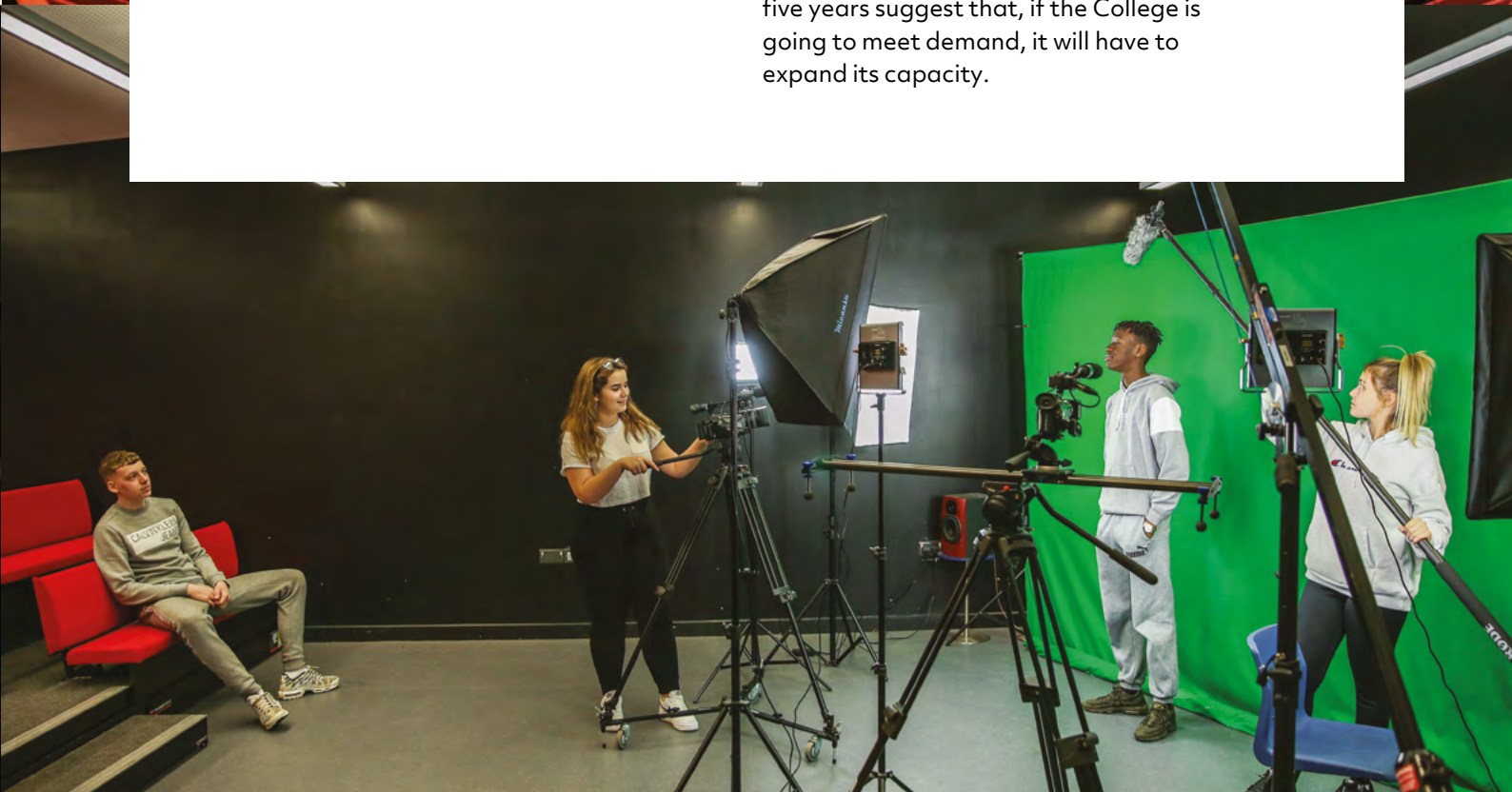
Woking College is a small sixth form college serving the Borough of Woking and surrounding areas of Surrey. It specialises in Level 3 academic and vocational courses for 16-19 year olds, but also offers a Level 2 programme which aims to enable students to progress to Level 3. In addition, it provides ESOL classes and adult GCSE Maths and GCSE English courses to the local community.

The College was judged to be “good” in the last Ofsted Inspection in April 2016. The inspection report speaks highly of the students’ achievement, progression and well-being which are based on the very good support, pastoral care, teaching and monitoring provided by the staff.

Over the period of the previous strategic plan (2017-20), the College has maintained above sector average results and grown from 1280 to its site capacity of 1400 full-time students. The College is now in a mature position, with high quality bespoke facilities and a talented and highly motivated staff body who have produced a decade of excellent student results.

Safeguarding and the delivery of literacy and numeracy skills are seen as effective. Students are “very positive” about their time at College and the quality of teaching they receive. The College has progressed and now considers itself, in respect to all Ofsted measures, to be ‘Outstanding’.

Through word of mouth and impactful marketing, including a dynamic website and social media, the College’s reputation continues to rise. Applications are strong and rising and the projected c.30% local growth in Year 11 numbers over the next five years suggest that, if the College is going to meet demand, it will have to expand its capacity.



OUR MISSION, VISION AND VALUES

Mission

Our mission is to enhance the life chances of our students and therefore the range of choices they can make when they leave the College.

Woking College is a dynamic place of learning with an exceptionally strong community where organisational and self-improvement lies at the

Vision

Woking College will continue to be a leading provider of sixth form education, an organisation that successfully combines academic success, learning and teaching excellence, extra-curricular breadth and the care and development of all members of our College community.

We will maintain and build a culture in which the learning of wider knowledge, skills and values is cherished and supported and to instil a culture of vibrancy and excitement about learning and teaching.

Our dynamic approach will continue to be aspirational for our students, developing our staff and enhancing the campus. Our relentless focus will continue to be on driving the quality of learning, teaching and assessment, being outward looking and using, with sound and discerning evaluation, the latest evidence-based research.

We will continue to support the development of all members of the College community with a clear focus on the digital future; our students must be ready for that - and as part of this drive, we will further develop our platform for on-line and ongoing learning that meets the teaching and learning needs of all.

We must continue to be aware of the global, national and local political context within which we operate; as a College we will ascertain risks and take opportunities as they present themselves; staff and students must recognise the centrality

heart of all we do. Maximising individual student success and the enhancement of their skills, no matter what their starting point, is achieved through the offer of a broad sixth form curriculum and by our College being an exponent of the highest quality learning, teaching and assessment.

of transferable skills and aptitudes if all are going to reap the benefit of the shifting environment of work and wider society.

We assert the need to look forwards to a sustainable future and therefore the College must play a role in terms of both educational values and objectives alongside our own sustainable use of resources.

Woking College will continue to be a place in which staff are happy to come to work and be proud of what we all achieve together, a college in which we all pay close attention to individual wellbeing and active citizenship - to the benefit of individual students and the societies in which they will live.

Woking College will be an asset to the community, working closely with community groups, Woking Borough Council, residents in the immediate locality of the College and across Woking and surrounding boroughs and will continue through our Adult and Community provision to be at the heart of improving adult English / ESOL and numeracy skills in Woking.

Our reputation and local demographics suggest a growing demand for places at Woking College. Continuing our policy of non-selective access, we want to meet that need whilst preserving all that is best about Woking College, and so will seek the capital funding to increase capacity to c.1700 students.

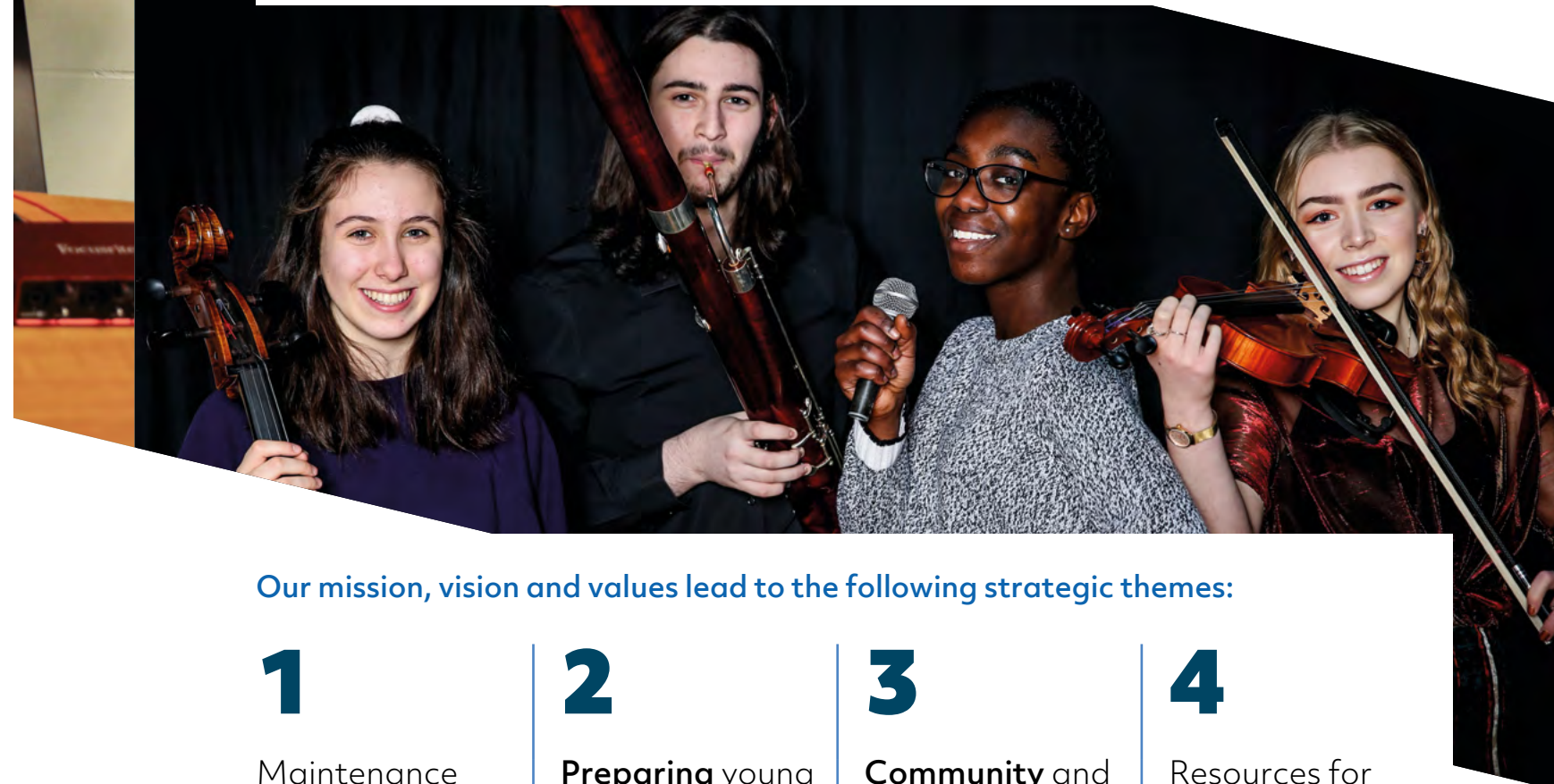
Values

We believe in the potential of all to achieve and that young people with a breadth of skills, attributes and positive attitudes can not only lead more fulfilling lives, but can also make positive contributions to their communities, society and the world we share.

Our role as a sixth form college, set within a local and educational community and wider political and world context, is to enhance each student's capacities and talents during their time with us. We should challenge all students to perform and achieve at their highest possible level. We should not only encourage and inspire those developments; we should also, through highly effective pastoral care, do everything we can to support students even when they are finding it difficult to stay on their personal path to the enrichment of their life choices.

We value:

- ▶ inclusiveness, both within the institution and in respect to local and national stakeholders
- ▶ individual and community well-being and respect
- ▶ high standards of academic and personal behaviour
- ▶ ethical management and governance
- ▶ exam success and the learning of a broad spectrum of skills, values and collaborative behaviour as facilitators of future opportunities
- ▶ a sustainable future for all



Our mission, vision and values lead to the following strategic themes:

1

Maintenance of the **highest quality learning and teaching**

2

Preparing young people for all of our **futures**

3

Community and wellbeing

4

Resources for **stability and growth**



STRATEGIC THEMES

1 Maintenance of the highest quality learning and teaching

There will be regular and effective sharing of best practice, encouraging innovation in learning, teaching and assessment. Continuing professional development will utilise the skills and knowledge of colleagues and other educationalists encompassing a wide range of current, evidenced based research.

Each year will produce a very positive lesson observation and support staff performance profile with constructive support and coaching for staff most in need of development.

Educational trips, visits and in-College activities will be a key part of every College

course, stimulating wider learning and building communities within College.

Examination results performance will match or exceed sixth form sector averages for all subjects and for all social/demographic groups.

Surveys and focus groups will find positive student appraisals of lessons, independent work, additional subject support, preparation for examinations and College resources.

Quality assurance process will be reflective, robust and clearly drive year-on-year improvement in practice.

2 Preparing young people for all of our sustainable futures

Students will be prepared for life-long learning through effectively supported independent learning and homework tasks throughout their time at College.

Highly effective careers guidance will promote and support further academic study and apprenticeship/employment.

A pastoral programme will be in place that addresses and promotes the wider skills, attitudes and attributes needed by young people after College (#WE18YOSK).

A full range of extra and supra-curricular activities, will build the cultural capital of all students

(Woking Way). Within this programme students will be encouraged to understand the holistic concept of sustainability – how we meet our own needs without compromising the ability of future generations to meet their own and will cover natural, social and economic resources.

Meaningful and ongoing relationships with employers and HE providers will add value to the student experience.

An IT network infrastructure that matches the expectations of people in a digital age will offer robust support for learning and administration.

3 Community and wellbeing

Our College community will install a sense of pride in all members of the College who will recognise our collegiate focus on the development of all members of the College.

A comprehensive range of pastoral and other wellbeing support and community activities, for

staff and students alike, will allow us to make every effort to promote positive mental health and so allowing all to carry out their roles to the best of their abilities.

Engagement in the local community through work experience, voluntary work and working with local

organisations will allow the College to be seen as an important local resource and an institution of which the town of Woking can be proud.

Marketing and profile-raising will continue to assert College curricular and extracurricular successes and will continue to be central to growing student recruitment. Recent improvements in the quality of communication with students and their families through electronic media will be used to enhance relationships between the College and its current stakeholders and therefore through to future students and their families through positive word-of-mouth.

Being an active member of local school and college groups, sharing ideas and good practice and, through those partnerships, we will effectively help prepare Key Stage 4 pupils for progression to further study.

Engagement with the national community of sixth form colleges, through the SFCA and the world community of educationalists, will allow us to make the best of our learning environment and teaching and assessment practice.

4 Resources for stability and growth

The College will continue to manage its budget effectively with the aim of producing a surplus each year. Any surplus will be made whilst providing fully for the teaching, learning and wellbeing needs of staff and students and so maintaining the quality of education, results and staff morale. Funding for learning and teaching resources, including ICT and provision for pastoral support will be maintained so that teachers and students will continue to have up-to-date bespoke resources which contribute to educational progression and individual wellbeing. The College will continue to fund necessary and modernising resources alongside a process of innovation bids from teaching departments, which build their position as leaders in sixth form education both locally and nationally.

Annual budgeting will continue to be prudent with appropriate levels of contingency in order to create an expectation of surplus whilst providing provision for exceptional in-year costs.

The current College estate will continue to be maintained and enhanced in order to inspire students through the quality of their environment and to maintain a proactive culture in terms of health and safety. The College will continue to utilise a five-year maintenance plan and the tracking of key non-teaching costs e.g. utilities in order to maintain and ensure replacement of fixed assets.

Positive staff recruitment and retention will continue to be recognised as being amongst the most important elements in the success of students at the College; the College Leadership will ensure

that, through social and other incentives, we will maintain a community with which staff are proud to be associated.

The College will maintain cash reserves of £500,000. The Board reviews the Reserves Policy every three years. Spending of reserves above this level will be in line with the objective set out in this strategy.

Government funding for expansion of colleges is currently difficult to gain and as an Academy we can neither set a deficit budget nor gain a loan from a non-government source. In the likely austere post-COVID years, the College will maintain its ambition to build its reserves so that it may position itself favourably relative to other bidders by offering a significant contribution to capital projects when making bids to inevitably limited Government provision.

The College will aim to meet increasing demand and grow to 1700 students by October 2025 providing appropriate accommodation can be financed. Growing capacity and student numbers is not an aim in itself, that is, simply about growth in esteem through size and cumulative funding streams. Student growth is about meeting the learning needs of local young people who want to study in a specialist 16-19 institution, a place with not only excellent results but also a sense of community, a wide range of extra-curricular activities and very high quality pastoral and careers support. Vitality, our strategy for growth will be tied to the need to preserve the excellent provision and community feel that sets us apart from other institutions.

YOUR SUCCESS **OUR PRIORITY**

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