

Woking College
Strategic Plan
2013 – 2017



Context

Woking College is situated in an area where competition for students is amongst the fiercest in the country. In Woking, three secondary schools provide just fewer than 50% of our enrolments but there are three 11-18 schools within 5 miles and two large GFE Colleges who are aiming to expand their 16-18 enrolments. In addition, two large Sixth Form Colleges aim to recruit significant numbers from Woking and two further Colleges recruit heavily from areas to the North and West. All are committed to expanding numbers against declining demographics. In Surrey, approximately 21% students attend an independent secondary school. That we have increased numbers in recent years is remarkable, and, although estimates suggest an increase in numbers in Woking schools from 2016, competition may well intensify with added pressure from possible free schools and academies with expansionist agendas.

Sixth form colleges outperform other sectors and this high level of performance has been sustained in the face of a number of inequalities. Sixth Form Colleges receive less funding per learner than school and academy sixth forms. Unlike schools and academies, Sixth Form Colleges are not reimbursed for their VAT costs, they are not eligible for any publically funded improvement support and their students are not entitled to receive free meals at lunchtime. These inequalities have made the reduction in post-16 funding particularly acute for Sixth Form Colleges, but the sector has responded admirably to the climate of austerity by restructuring, cutting costs and asking staff (who have received no pay increase for two years) to do more for less. (SFCA annual report 2012).

The new post-16 funding regime will, see a further average reduction in funding of 6.1% for Sixth Form Colleges - a bigger reduction than that faced by Further Education colleges and schools/academies. While formula protection funding will be in place up to and including 2015/16, the position after this point is very concerning. This reduction in funding comes on top of the cut to entitlement funding (used to provide tutorials, enrichment activities, additional courses etc.) announced in 2010. As a result the funding available for these activities was reduced from 114 hours per year to 30 hours. While some money was returned to colleges with high numbers of disadvantaged students, the Sixth Form College sector saw an overall reduction in funding of around 10% and Woking's reduction is likely to be close to this.



Vision

Woking College aims to be the first choice for students who wish to pursue the courses that we offer. They will choose us because we will give them the very best chance of achieving their potential and of progressing to their chosen destination. They will receive outstanding support and will enjoy and value their experience at College. Teaching and Learning will always be of the highest quality and will underpin all of our efforts to achieve student success.

Values

Woking College is an inclusive college where all staff have high aspirations for all students. The College not only prioritises successful outcomes for students in terms of exam results and progression, but also prepares them so that they can contribute to society in a highly effective way.

The College is committed to a quality improvement process which will drive improvement across all functions of the institution and this process will incorporate the views of students and other stakeholders. The College recognises its responsibilities towards the development of the local community and, through its curriculum offer, will look to meet local needs. It has a strong commitment to develop its staff and to create a stimulating and inclusive working environment.



1. Student Success

AIM:

To ensure that students achieve the best possible results on all programmes of study.

STRANDS

- The quality of teaching and learning will move from “Good” to “Outstanding” in all Departments
- Assessment is an effective diagnostic tool and target setting facilitates progress
- Performance management of staff will focus on improvement of outcome for students
- Personalised Learning Plans will signpost the journey to success across all courses
- Target-setting processes will raise aspiration
- All teachers will commit to improve their practice.

TARGETS

- 1.1 Success rates for “All Students” will be 3% above national averages
- 1.2 95% of lesson observation grades will be Good or Outstanding with more than 35% Outstanding
- 1.3 All courses will have an ALPS grade of 4 or better. Where ALPS is not an available measure, learners will meet and/or exceed their targets
- 1.4 On each A2 and AS-level course, 80% of those with an ALPS target of B or better will achieve their aim
- 1.5 Those students in receipt of Learning Support and/or financial assistance will achieve results with demonstrable added value
- 1.6 The staff development programme will enable all staff to improve their teaching practise and will enable them to improve their subject knowledge



2. Student Progression

AIM:

To ensure that each student is given the best opportunity to achieve their individual career aims and that a culture of high aspiration is embedded throughout the College.

STRANDS

- Students will be given the highest quality progression advice and guidance and will be encouraged to aspire to the most competitive progression routes
- The College will build strong relationships with HE providers and Employers to provide the best opportunities for students including work-related learning
- Students will develop excellent CVs and interview technique which will give them a competitive advantage in securing the best HE places and employment opportunities
- Students will have subject-specific advice and guidance relating to employment and HE opportunities
- The College's curriculum will be reviewed annually to ensure that it is responsive to the changing local and national employment context and meets student needs

TARGETS

- 2.1 All level 3 students will be encouraged to make an HE application or an application for employment with high quality professional training
- 2.2 Upon course completion all students will be encouraged to progress onto a higher qualification or to enter into employment incorporating high quality training
- 2.3 All students will be offered assistance in gaining work experience
- 2.4 Each department will have a meaningful relationship with two employers and two HE institutions resulting in at least two annual visits, conferences or other opportunities for students
- 2.5 Each department will review its curriculum offer annually to ensure its courses maximise employment and HE progression
- 2.6 All Personal tutors will be further trained to assist students with applications
- 2.7 All Target A* students to secure places at their chosen courses in HE or professional training
- 2.8 All students who wish to enter employment directly will receive bespoke assistance with their applications and this will be recorded in their ILPs



3. Student Experience

AIM:

To ensure that each student enjoys learning at Woking College and leaves with a desire to continue to learn.

STRANDS

- Students will continue to be positive about their experience of College
- Personal Tutoring will continue to promote success and student satisfaction
- An outstanding extra-curricular programme will challenge students and enhance CVs
- The College will continue to be inclusive and learners will feel happy and safe
- The range of support services will continue to help students to succeed

TARGETS

- 3.1 More than 90% of students will agree that would recommend the College as a place to learn in the quantitative survey
- 3.2 Quantitative student surveys will demonstrate continuous improvement in student satisfaction in subjects, personal tutoring and other student support functions
- 3.3 Student success rates in all gender and ethnic based analysis will continue to match or exceed the annual College expectations
- 3.4 All department SAR grades will be good or better with 75% Outstanding by 2016
- 3.5 Our range of courses will be reviewed annually to ensure it meets student need, as indicated by increasing enrolments and market data
- 3.6 Students will demonstrate through surveys that they value the range of extra-curricular opportunities provided by the enrichment and pastoral programmes



4. Resources to Support Learning

AIM:

To ensure that Woking College maximises its income and allocates its resources efficiently to enable learners to succeed.

STRANDS

- Students continue to be positive about the quality of the facilities and their resources in all areas of the curriculum
- Student use of ILT will continue to enhance their learning and prepare them for the world of work
- The College grows each year and meets its recruitment targets
- The College maintains excellent financial controls
- The College estate continues to improve
- The College continues to be financially viable
- Health and Safety continues to be excellent

TARGETS

- 4.1 Student surveys show that at least 90% are positive about the quality of facilities and College resources
- 4.2 All category "D" accommodation will be removed and the remainder of "C" category accommodation will be reduced
- 4.3 All staff will be fully supported in improving their practice.
- 4.4 Student interior and exterior social space will be enhanced to meet student need
- 4.5 The College grows to 1030 fte 16-18 by 2016 and retains its SFA contract at the current level
- 4.6 The College will maintain the criteria for "good" financial health
- 4.7 External Auditors will continue to give clean audit reports
- 4.8 A new ILT strategy will provide a clear pathway for the acquisition and use of IT over the next 3 years



5. Communication

AIM:

To ensure that Woking College develops meaningful links that enhance student learning, facilitate their progression and enhance the College's reputation

STRANDS

- The College continues to improve communication amongst staff, students, parents and external stakeholders
- Systems will be created to maximise the efficiency of communication within the College
- The website will be improved to enhance its appearance and functionality
- Further links will be made between governors and staff and governors and students

TARGETS

- 5.1 VLE provision developments will be fully exploited to generate full functionality
- 5.2 ILT student management system will be acquired and used to maximise student guidance and monitoring
- 5.3 A review will be conducted to explore and develop of the College's use of social media to enhance learning and to attract potential students.
- 5.4 Two annual visits will be made to each local 11-16 school by a College representative and each College Department will establish links with at least two local schools
- 5.5 Staff surveys and the Staff Communications Group will demonstrate on-going increases in satisfaction with internal communication
- 5.6 After consultation with key stakeholders, a new website will be commissioned and delivered
- 5.7 Use of dynamic distribution lists for communications home will become the norm
- 5.8 Governor representatives will continue with their curriculum link programme and all will attend student focus group to assist in strategic decision-making

