



STRATEGIC PRIORITIES

2019 -2022

Create Your Future

Waltham Forest College





Introduction

Waltham Forest College is one of London's most successful FE colleges delivering hundreds of courses from pre-entry to level 5 including apprenticeships, with a yearly intake of 4500+ students from 31 London boroughs and counties across the UK.

The College has been creating futures for 80+ years and continues to provide London with a workforce that closes the skills gap across various industrial and professional sectors.

VISION

Inspiring learners to create their future.

MISSION

To deliver outstanding technical and professional learning, which raises aspirations, develops skills and creates futures.



Our values

Our organisational values drive the way we interact with each other and influence learners in creating their future.

RESPECT

The abilities, beliefs and cultures of all are valued and respected.

OPPORTUNITIES

Creating opportunities for all.

FOCUS

We are a 'people' and a 'culture' focused organisation, placing learners, staff, parents, employers, partners and neighbours at the heart of what we do.

EQUALITY, DIVERSITY AND INCLUSION

Celebrating differences and uniting everyone.

SUPPORTING ASPIRATIONS

Through support, all are encouraged to believe in themselves and fulfil their aspirations and goals.

TEAMWORK

We recognise and value the contribution of individuals and teams in achieving the College's mission, vision and goals.



Priorities and aims

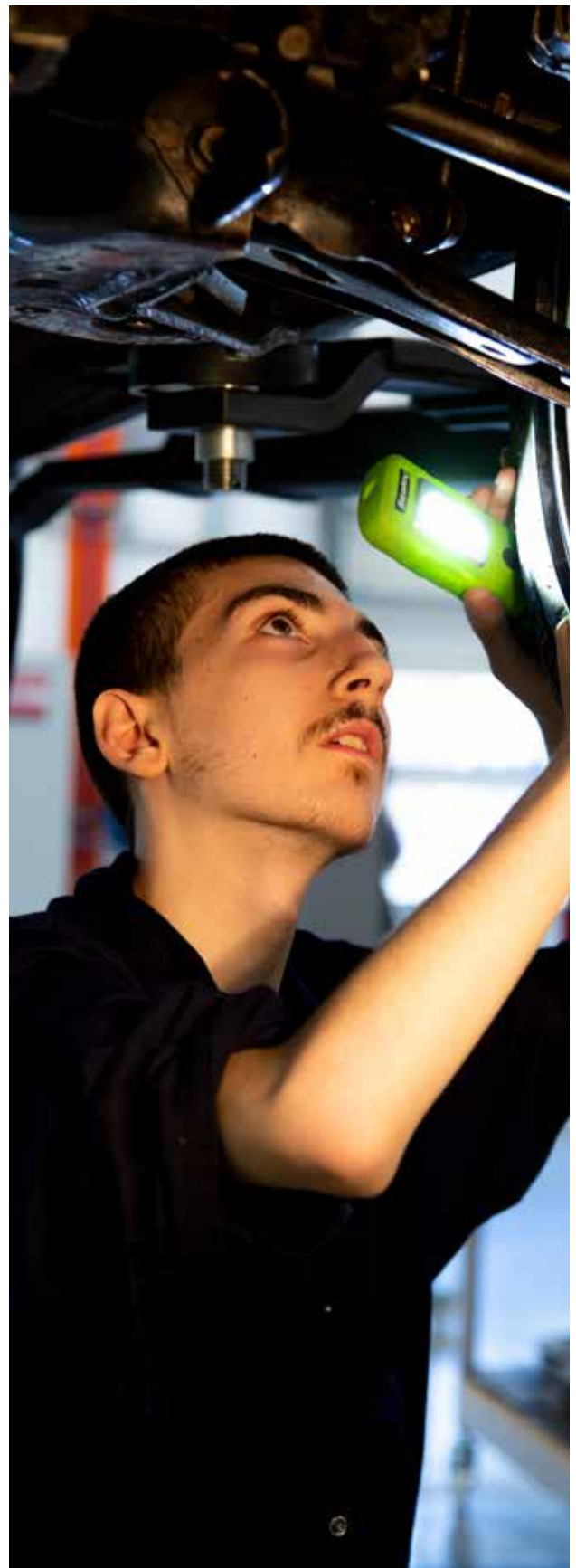
1.	EXCELLENCE AND INNOVATION	To shift the College to 'outstanding' through innovation in teaching and learning and excellence in curriculum offer and delivery.
2.	PEOPLE AND CULTURE	To recruit, retain, develop and reward talented staff who will enable learners to reach their full potential and take the College forward to 'outstanding'.
3.	EMPLOYABILITY AND FUTURE CAREERS	Develop skilled individuals that are employment ready and meet employer needs and the economic priorities of London Borough of Waltham Forest, London and beyond.
4.	GROWTH AND SUSTAINABILITY	To be a future proofed, financially viable organisation able to invest for growth and sustainability.
5.	ESTATE AND FACILITIES FOR 21 st CENTURY LEARNING	To provide a great environment for students and staff by continuing to improve our learning and social spaces and our sports facilities.

Excellence and innovation

To shift the College to 'outstanding' through innovation in teaching and learning and excellence in curriculum offer and delivery.

KEY OBJECTIVES

- To provide outstanding teaching, learning and assessment and learner experience.
- To enable innovation in teaching, learning and student support that empowers confidence and independence in students and helps them develop the knowledge and skills they need to progress in their chosen career.
- Develop a curriculum offer that is relevant, flexible and responsive to the changing needs of learners and employers with clear entry points and progression pathways to at least level 3, and level 4+ in selected areas.
- Innovate in the delivery and management of curriculum using technologies.
- Focus on developing skills, especially higher level associate professional, supervisory, technician and management skills, higher order thinking skills and the employability skills valued by employers.
- Involve employers in innovative curriculum design and delivery that supports their future organisational development, brings aspiration into learning and provides learners with meaningful work placements that prepare them for their future careers.



SUCCESS INDICATORS

- Student Outcomes: attendance, retention, achievement, in-year progress, student/ employer satisfaction, % of students undertaking external work placement, student progression/destinations.
- High proportion of outstanding teaching, learning and assessment based on internal and external review.
- Curriculum review in collaboration with employers so that offer reflects priority areas and employer and industry needs.

RISK INDICATORS

- Targets related to key performance indicators including student outcomes and quality of teaching and learning not met.
- Employers not sufficiently engaged in curriculum review so offer is not relevant, responsive and flexible to meet their needs.
- Curriculum offer is not deliverable due to lack of staff skills and capacity, and technical resources.



People and culture

To recruit, retain, develop and reward talented staff who will enable learners to reach their full potential and take the College forward to 'outstanding'.

KEY OBJECTIVES

- Review and implement an inclusive human resource strategy for the College. This will ensure that we attract, retain and grow the right talent and develop a staff population that reflects the diversity within the student population and the community. This, together with proactive succession planning, will provide appropriately qualified, skilled and flexible professionals who will enable learners, and the College, to achieve their full potential.
- To ensure staff are equitably and appropriately rewarded in line with their responsibilities, abilities and contribution to the future success of learners and the College.
- Provide training, mentoring and coaching opportunities for staff to facilitate them managing their own development and to bring the highest levels of professionalism and customer service to our work.
- Review and implement a meaningful performance review cycle for staff with timely intervention to fill skill gaps or improve performance.
- Develop the skills of our leaders and managers at all levels to ensure the College is effectively and professionally led and managed to meet the needs of the changing Further Education landscape and to achieve high performance amidst uncertainty.
- To develop a 'challenge culture' where staff actively and constructively engage in questioning and in pushing back to get the best solutions.
- To further embed a positive leadership culture where ownership, accountability and involvement in decision making are promoted.
- To maintain and improve effective communications through better two-way dialogue between managers, staff, learners, parents, other providers, partners and employers.
- Demonstrate and promote a strong commitment to College values including the principles of inclusivity, fairness and wellbeing.

SUCCESS INDICATORS

- College reputation as a good place to learn and to work and excellent staff recruitment practice leads to attracting the right talent.
- An impactful Continuing Professional Development programme including training and development, coaching and mentoring, sharing practice, peer review leads to inspiration and consistent excellence across areas with resultant high aspirations, achievement, progression and destinations for learners.
- An integrated performance review process for staff that links communication, values, performance, accountability, development and reward and enhances transparency and staff perception of fairness, thus a more satisfied workforce.
- Leaders and managers at all levels are competent, confident and creative in their roles, proactive in questioning and challenging to move learners and the College forward towards an exciting and sustainable future.

RISK INDICATORS

- Human Resources and College not attracting the best people to take the College forward, slows journey to outstanding and slows reputation building with stakeholders.
- Continuing Professional Development and performance review do not lead to rapid improvements in practice that in turn slows increases in student outcomes and in student, staff and employer satisfaction.
- Slow growth in competence and confidence amongst leaders and managers at all levels of the College hinders distributed leadership and the rigorous debate and challenge that is needed to ensure the College chooses the best paths towards 'outstanding' and sustainability in the future.
- Resistance to or lack of engagement in a challenge culture, a high performance ethos, living the College values, particularly respect, restricts questioning, analysis and generation of alternative options/solutions in decision making to create a College that takes the lead in future and controls its own destiny.



Employability and future careers

Develop skilled individuals that are employment ready and meet employer needs and the economic priorities of London Borough of Waltham Forest, London and beyond.

KEY OBJECTIVES

- To develop and invest in areas of specialism related to local and regional priority sectors and College niches. This includes but is not restricted to Creative/Digital, Construction, Health and Social Care, Business/IT, Catering and Hospitality.
- To become a Centre of Excellence for Employability/Basic skills incorporating English, Maths, ESOL, SEND to provide routes to employment for all.
- Lead on and develop strong collaborative partnerships with other providers, employers, schools, universities, Job Centre Plus, London Borough of Waltham Forest, charities, North London Chamber of Commerce & Enterprise, other stakeholders to reciprocate and meet our joint needs.
- Implement a structured Waltham Forest College employability standard in partnership with employers and partners that develops transferable skills, both in college and through external work placement, and secures positive employment destinations for leavers.
- To provide a progression promise - to learners who attend well, demonstrate a positive attitude to learning/work and achieve their qualifications – that they will secure a place on a higher level programme, an apprenticeship or a job interview.
- Demonstrate Waltham Forest College contribution to a wide range of outcomes including creating a talent pool of employable young people and adults, filling skills gaps, upskilling the workforce, increasing productivity, and, improving economic, health and well-being.



SUCCESS INDICATORS

- Student Outcomes: attendance, retention, achievement, in-year progress, student/ employer satisfaction, % of students undertaking external work placement, student progression/destinations.
- External recognition for excellence in Employability/English/Maths, increased student numbers, achievement and progression.
- Collaborative partnerships with other providers and stakeholders that complement/ feed college provision to meet needs.
- Identify measures and evidence contribution and progress towards improved economic, health and well-being of residents and the community.

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Growth and sustainability

To be a future proofed, financially viable organisation able to invest for growth and sustainability.

KEY OBJECTIVES

- To have a reinvigorated sustainable curriculum offer which is responsive, flexible and agile and maximises funding opportunities, including for 16-18, adults, apprentices and for higher level skills development.
- To have a balanced portfolio developed both organically and through partnership working for both curriculum and for income growth and diversification.
- Invest in the development of business networks and links with employers to develop and expand opportunities for apprenticeships, training services, student placements, scholarships, sponsorship.
- Reduce the College's reliance on sub-contracting provision through building internal capacity for delivery and working with partners.
- To develop a culture that is collaborative, entrepreneurial and agile and able to exploit opportunities, for example, complementary curriculum offer, new funding streams, shared services.
- To have motivators in place for perpetual growth.
- To generate a sustainable surplus delivering controlled, profitable growth.



SUCCESS INDICATORS

- Target surplus met year on year to become ever more secure in our financially 'good' status.
- Feedback from employers, partners and learners shows confidence in our curriculum offer and delivery and informs continued enhancement.
- Internal capacity and partnership working matures to embrace controlled growth.
- Sub-contracting is reduced to focus on providing specialist provision and responding to unexpected growth opportunities.

RISK INDICATORS

- Reduced subcontracting is hindered by staff capacity, and, potential risk to quality and/or cost base.
- Flexible learning via technology not realised thus slower than planned growth as student and employer needs not met.
- Curriculum planning fails to provide a desirable offer and does not contribute sufficiently to a surplus for the college, or, offer is not well-researched leading to an imbalance between effort and returns.



Estate and facilities for 21st century learning

To provide a great environment for students and staff by continuing to improve our learning and social spaces and our sports facilities.

KEY OBJECTIVES

- To review the Property/Estate strategy and continue the capital investment programme to develop the College estate, equipment and resources to provide an up-to-date, effective and flexible space for new ways of working and learning.
- Ensure all physical assets are well-used throughout the year to ensure best value, from our continued investment in the estate, for learning and well-being. This includes buildings, equipment, external spaces for learning, social space, leisure space and sports facilities.
- Entrepreneurial, well-publicised and managed letting arrangements that generate additional income and increase community use of the campus.
- Review and implement the College's ICT Strategy to ensure technologies are appropriately introduced and deployed to promote innovative and flexible learning, the management of learning and the management of the College.
- Develop and implement a sustainable environmental policy for the College and promote sustainable practices.



SUCCESS INDICATORS

- Clarity of direction for capital investment that prioritises and improves the estate and facilities to support learning and priority learning areas and well-being.
- Carefully managed capital programme that ensures borrowing limits are observed, external funding is maximised and costs are controlled. As resources allow, achieve a balance of activities with an increased emphasis on long-term maintenance and refurbishment works.
- Increased flexible and technology supported learning in line with ICT and Curriculum Strategy.
- A transparent environmental policy that leads to sustainable practices that are efficient and effective thus benefitting the College and the environment.

RISK INDICATORS

- Wrong choice for capital investment putting provision at risk and not making the best of what the estate has to offer.
- Inefficient room utilisation via timetables and limited additional useage that reduces contribution and community use.
- Flexible learning via technology not realised thus student and employer needs not met.
- Slow implementation of proposals for a more 'green' campus leads to failure in meeting targets set from our environmental policy and hinders progress in meeting student and staff expectations and external benchmarks.



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