 



STRATEGY for OUTSTANDING 2024-29



**FIVE PRIORITIES**



##### GROWTH HIGH QUALITY PERSONALISED LEARNING

##### STRATEGIC ALLIANCES

**FINANCIAL HEALTH**

#### OUR VISION

Our students will be recognised locally & nationally for their positive impact on the communities and industries in which they choose to work.

#### 2029 TARGETS

* Good’ moving to ‘Outstanding’ SAR outcomes

- Learner growth 4,455 to 4,800 (16-18)

* Adult 100% recovery to £5m in 2028
* Positive destinations 93%
* Value Added score significantly positive
* Retention 93% - Apprenticeships £3m 27/28
* Achievement 87% - Pass Rate 94%
* Attendance – whole college 90%

#### OUR PURPOSE

To inspire our students to gain the skills, knowledge and behaviours they need to be resilient and thrive in an ever-changing world.

**Priority 1**

Growth - Grow our provision to meet the needs of our communities and Local Skills Improvement Plans

Be recognised for the quality of our provision and the successful destinations of our learners

*Overseen by the Quality & Curriculum Committee of governors*

**Priority 2**

High Quality, Always, Everywhere

Achievement will be in the top quartile nationally. No learner experience less than good

High expectations and uncompromising high standards of teaching and support

*Overseen by the Quality & Curriculum Committee of governors*

# Priority 3

Personalised learning – study programmes and learning experiences at all levels that are based

# Priority 4

Develop secure strategic alliances to support our students, employers and our local communities

on a starting point, clear aim and individual need

Our curriculum is innovative and makes use of agile and digital methods of teaching to prepare students for future employment

*Overseen by the Quality & Curriculum Committee of governors*

Our curriculum makes a strong contribution to meeting the needs of local, regional and national skills

*Overseen by the Quality & Curriculum Committee of governors*

# Priority 5

Achieve ESFA “Good” financial health by 2024-25. Increased investment in the estate and in developing robust systems across the college in IT, finance, recruitment and sustainability.

*Overseen by the Resources Committee.*

**Enhanced profile & reputation within the sector & local communities.**

* + Student & parent satisfaction to be above 90% from September 2025

**Priority 1**

Growth - Grow our provision to meet the needs of our commu- nities and Local Skills Improvement Plans

Be recognised for the quality of our provision and the successful des- tinations of our learners

*Overseen by the Quality & Curriculum Committee of governors*

* + Extend employer survey to include training partners. Target of minimum 90% satisfaction rate on employer survey
  + Increased presence in national and local events including educational networks, employer & educational forums, student competitions & social media
  + Apprenticeship growth at 5% compound per annum
  + All programmes of learning are co-designed with employers and or industry bodies

**Become employer based and demand led in line with local, regional and national priorities in line with LSIPs**

* + Grow annual income from employer responsive short courses from £350k to £500k by July 2027
  + Maintain a contribution margin of no less than 35%
  + Review the HE offer to ensure that it aligns with local and regional skills priorities and incorporates new curriculum such as Higher Technical Qualifications (HTQs)
  + All curriculum plans will be aligned to key skills’ priorities
  + Achieve successful capital bids to support development local and regional skills priorities

## Timescales and Targets

* + Full time 16-19 students – 4,800 by 26/27 (from 4,455 in 23/24)
  + Adult provision - £5m by 2028 (from £2.35m in 23/24)
  + Apprenticeship - £3m 27/28 (from £1.9m in 23/24)
  + HE - £0.75m 26/27 (from £0.55m 23/24)
  + Commercial full cost - £0.5m 26/27 (from £0.35m in 23/24)
  + All curriculum and commercial activity to achieve value for money and make a positive financial contribution

**Develop and deliver educational and training programmes for both adults and young people in line with academic and industry skills**

* + Internal and external quality assurance processes verify provision as Good and Outstanding.

**Priority 2**

High Quality, Always, Everywhere

Achievement will be in the top quartile nationally.

No learner experience less than good

High expectations and uncompromising high stand- ards of teaching and support

*Overseen by the Quality & Curriculum Committee of governors*

* + Everything at college directly leads to something better – destinations in the top quartile nationally. At least 90% of students, apprentices and HE students progress onto a positive destination
  + Apprenticeship achievement to be in excess of 75% by 2025/2026
  + Employer engagement – all curriculum areas to collaborate with key sector employers in the development and design of the curriculum where appropriate.

**Through professional development our teaching, learning and assessment are graded at least good**

* + 100% of curriculum staff are guided to secure a formal teaching and/or assessor qualification (L3, L4 or L5) from Sept 2024.
  + Quality assurances processes verify that learner experience is consistently good across all courses from September 2024.
  + All curriculum staff undertake relevant CPD to enhance practice, secure understanding of awarding body requirements and support academic and industry skills, knowledge, and links where appropriate.

**Develop students’ employability skills including English, maths and digital to ensure excellent student progression and outcomes**

* + Enrichment programmes created across all curriculum areas which support skills’ development and broaden students’ experiences of the wider world
  + Destinations are in the top quartile nationally. Achievement is in the top quartile nationally. Significantly positive residual for value added by Sept 2025.
  + Improve our delivery of good quality, independent careers advice and guidance in accordance with the Gatsby benchmarks. Audit Feb 2025.
  + All students have access to and support in using digital technologies

**Integrate digital technology within the curriculum to enhance teaching and learning and ensure all students have access to and support in using digital technology**

* + Utilise existing technologies to enhance the learning experience for all learners
  + Ensure 100% curriculum staff receive training on accessible technology
  + Publish Digital Strategy July 2025
  + Continue to improve staff skills in the appropriate use of Digital technologies 4

**Grow our SEND provision in partnership with other providers across the region addressing the resource gap**

* Strengthen our student welfare and support, financial, pastoral, careers and IAG provision with a particular focus on adult, HE and apprentices

**Priority 3**

Personalised learning – study programmes and learning experiences at all levels that are based on a starting point, clear aim and individual need

Our curriculum is innovative and makes use of agile and digital methods of teaching to prepare students for future employment

*Overseen by the Quality & Curriculum Committee*

*of governors*

* Our primary goal is to ensure that our learners are well-prepared for adulthood by being proficient in digital, English, and maths skills. These skills are tailored to prior attainment and future ambition
* Continue to develop college wide awareness of neuro-diverse learners and those with mental health needs to ensure all students have the right support at the right time

**Expand opportunities for Supported Internships**

Prepare young people with complex needs for paid employment by:

* Ensuring that all 16-19 students have the opportunity to experience a meaningful industry placement
* Increasing Supported internship numbers by 10% at BCA in 24/25 and a further 10% each academic year
* Develop further SI opportunities across the group, working with internal and external providers to include a new course at Langley college by 24/25
* Supporting them to develop the skills valued by employers. Enabling them to demonstrate their value in the workplace
* Supported internship achievement to be in excess of 70% positive progression into work

**Student support and wellbeing is assessed and verified by a third party as good/outstanding**

* Assessed and verified by external safeguarding audit Spring 2026. Assessed and verified by external IAG audit February 2025 (Matrix)
* Assessed and verified by Ofsted
* Learner satisfaction will be within the top 10% nationally
* Full adherence to the Gatsby benchmarks – June 2026 (audit)
* SEND/HNS support is verified as outstanding by June 2026

**Bolster the use of digital tools to empower our whole community, both inside and outside of the classroom**

* AI. Continue to lead the sector on saving time through automation & innovation. Ensure all staff receive training in AI technologies
* Infrastructure. Enable a cloud-first approach with upgraded devices & robust networks
* Safeguarding. Extend proactive cybersecurity monitoring & training
* Digital skills. Upskill staff & students in basics, Google Workspace & emerging tech. Ensure 100% curriculum staff receive training in accessible technologies

**Equality and diversity is embedded in all curriculum areas and in all aspects of our operating life**

* Staff deal with issues quickly, consistently and effectively when they occur. Evidenced by external peer review and Ofsted
* Evidenced by positive culture where staff know learners and celebrate differences. (Staff and learner voice – survey January 2025)
* Evidenced by learner behaviours, attitudes and knowledge of British values and learner voice feedback (staff and learner voice – survey May 2025).
* Regular contextual training for all staff to ensure that good behaviours are modelled and unacceptable behaviours challenged consistently

**Forming and strengthening partnerships with other stakeholders to meet local, regional and national needs**

* Develop Slough & Langley College to become the anchor institution, highly visible and championed by others (revised strategy for Slough September 2024).

**Priority 4**

Develop secure strategic alliances to support our students, employers and our local communities

Our curriculum makes a strong contribution to meeting the needs of local, regional and national skills

*Overseen by the Quality & Curriculum Committee of governors*

* Expand the potential for home school provision (14-16) partnerships, 10% compound growth pa in student numbers across the life of the strategic plan.
* College engagement in the regional economy LMI, skills board, LSIF and Chamber of Commerce.
* Business planning - identification of labour market demand and skills priority areas supported with capital bids and revenue grants from: Skills Accelerator & Skills Bootcamps
* The college group to chair the Skills and Education Board for Slough

### Ensure financial resilience.

**Priority 5**

Achieve ESFA “Good” fi- nancial health by 2024-25, with robust systems across the college in IT, finance, recruitment and sustainability.

*Overseen by the Resources Committee of governors*

* Achieve at least ESFA “Good” financial health in 2024-25
* Achieve positive EBITDA by financial year 2025
* Maintain a minimum year-end cash balance of 2% of turnover (£450K)
* Improve the operating position each year and achieve a financial surplus of 1% by 2024-25 rising to 3% in 2026-27

**Environmental and sustainability strategy approved with clear action plan June 2024**

* Establish and develop the environmental sustainability working group – March 2025. This group will develop wide environmental metrics and targets. To include those returns from the additional capital investment made in retro-fitting our campuses.
* Establishment student/staff Environmental Action Groups will be the key to success. June 2025.
* Continue to take all grant opportunities for sourcing and investment of internal and external funding for green projects.
* Agree achievable net zero targets by campus – April 2025

**Optimise and prioritise capital investment in the college estate**

* Update the Estates Strategy by January 2025. too include utilisation and opportunities for expansion.
* Increase capital investment to 3% of turnover by 2025-26 and beyond.
* Target external capital funding sources to enhance capital investment, e.g., from the LSIFs
* College accommodation in the “as New” and “Good” categories to increase from 75% to 85% by 2027.
* Achieve a 5% annual improvement in space utilisation in all colleges from November 2026

**Recruit and maintain staff to fulfil roles across the college supporting career development and succession planning across the college**

* Vacant posts recruited to within 12 weeks by September 2025
* Permanent voluntary staff turnover rate between 15% and 20% by September 2025
* All teaching staff engage in the development of their skills through ongoing CPD and have access to career progression opportunities
* Staff development satisfaction of 70% from 2025/26
* Working collaboratively across the group to provide a seamless service and student experience

### Robust & reliable IT Infrastructure.

* Less than 0.5% unplanned IT downtime
* Maintain and seek to enhance IT equipment across the group in-line with Digital Strategy
* Cloud first; adopt cloud technologies where they present organisational efficiency
* Introduce reliable and unified telephony services by December 2024
* Investigate and maximise the use of AI to drive efficiency 7