



STRATEGY *for* OUTSTANDING 2024-29

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.

1

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

Enhanced profile & reputation within the sector & local communities.

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

2

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

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.
- 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 assurance 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

3

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

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
- 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

4

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

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).
- 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

5

Priority 5
Improve the financial health rating from 'Ri' to 'GOOD' by FY25, improving the financial health score year on year
Overseen by the Resources Committee of governors

Ensure financial resilience.

- 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 inline 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