



## ANNUAL STRATEGIC ACTION PLAN

TO BE MONITORED BY GOVERNANCE, SEARCH AND STRATEGY COMMITTEE AND THE BOARD

OWNED BY THE SENIOR LEADERSHIP TEAM

### Background

Fundamentally, we believe that the vision set out by the Three Year Strategic Plan 2017-2020 remains the right vision.

#### OUR VISION 2020: MAKING THE DIFFERENCE

**The family of three Colleges – Windsor College, Strode’s College and Langley College will *make the difference by working together* to secure excellent education for all our students.**

Our Colleges will nurture and protect strong communities for learning, enabling our students to realise their ambitions.

Working together, our Colleges will be a cornerstone of our local and regional economies, adding value through skills and education.

Our Colleges will champion and develop expertise in teaching, learning and assessment, forming strong communities of practice for professional development.

Our differences will be our strength as our Colleges share excellent practice and innovation for the benefit of all our students- whatever, whenever and wherever they are learning. We will make our differences work for us.

**Our students, communities and local businesses will be proud of ‘our local college’.**

Since merger, we have achieved much including a GOOD Ofsted judgement; a High Confidence QAA rating for our Higher Education provision, and improving student results. We have also maintained good cash levels through a carefully planned financial and property strategy.

The following plan is based on the short-term, one year strategic priorities agreed by the Board in July 2020, against the backdrop of uncertainty created by the Covid-19 pandemic. During 2020/21 the Board will also be resetting the medium-long term priorities for the future. This work will be influenced by the FE White paper and ensuing national strategy throughout 2020/21.

IMPACT MEASURES 2020/21	MONITORING COMMENTS
<p><b>IMPACT: OUTCOMES FOR STUDENTS</b></p> <ul style="list-style-type: none"> <li>• Maintain and improve student outcomes (detailed measures included in the Quality Improvement Plan)</li> <li>• Over 90% of our students will progress to positive destinations including employment and further or higher study.</li> <li>• Our students will demonstrate good acquisition of literacy and numeracy as measured by GCSE results above national average and assessment feedback.</li> </ul> <p><b>IMPACT: STUDENT RECRUITMENT</b></p> <ul style="list-style-type: none"> <li>• Recruit students to meet or exceed the financial forecast:</li> <li>• <b>INSERT NUMBERS</b></li> </ul> <p><b>IMPACT: FINANCIAL STRENGTH AND INVESTMENT</b></p> <ul style="list-style-type: none"> <li>• Our Financial and Property Strategy will strengthen our financial health to return to 'Good' by 2021/22 and deliver investment into the estate and learning for all our students</li> <li>• Staff recruitment, engagement and turnover will be better than sector averages.</li> </ul>	

<b>CEO</b>	Group Principal & Chief Executive
<b>DCEO</b>	Deputy CEO
<b>PLC</b>	Principal, Langley College
<b>PSF</b>	Principal, Sixth Form
<b>GVP SS</b>	Group Vice Principal Student Services
<b>GVP BD</b>	Group Vice Principal Business Development
<b>GD HR</b>	Group Director, Human Resources
<b>GD IBST</b>	Group Director of Information & Business Systems Technology



## STRATEGIC AIMS:

- Business continuity through Covid-19
- Maximisation of enrolments in 2020/21 during uncertain external factors
- Digitisation of the curriculum (resilience for now, and market positioning for the future)
- Manage expected downturn in apprenticeship provision
- New adult and employer facing curriculum for business recovery
- Local partnerships for business recovery
- Remain flexible and open to opportunities

## ASSOCIATED PLANS AND DOCUMENTS

PLAN	SLT OWNER	GOVERNANCE COMMITTEE
Strategic Plan	CEO	Strategy, Governance and Search
Risk Management Action Plan	DCEO	Audit
Financial Forecast and Management Accounts	DCEO	Resources
Quality Improvement Plan	Principals	Quality & Curriculum
Employer Engagement/ Business Development Plan	Group Vice Principal Business Development	Quality & Curriculum
Marketing Strategy	CEO	Strategy, Governance and Search
Equality & Diversity Action Plan	Group Vice Principal Student Services	Quality & Curriculum
Digital Strategy	Group Director of Information & Business Systems Technology	Quality & Curriculum

PRIORITY	ACTIONS 2020/21	TIMEFRAME	SLT OWNER	PLANNED MILESTONES/IMPACT 2020/21	UPDATE
<b>SAFE</b>	Implement enhanced Covid-19 procedures including cleaning and sanitation, new space standards, signage and PPE.	Implemented September 2020	DCEO	Risk assessment and plans in place for September.  Contingency plans in place for local lockdown etc.	Associated plans in place, and monitored by CAG.
	Implement new timetables that reduce the need for peak travel times and include a significant proportion of on-line/remote learning.	Implemented September 2020	Principals	Timetables in place for September and under review.	Associated plans in place, and monitored by CAG.
	Implement adapted enhanced services for protecting a sense of college community, including learner voice activities and partnerships for mental health support for staff and students.		GVP SS & GD HR	Review cross college enrichment including Learner Voice activity and offer remote alternatives to ensure that a whole college sense of community and belonging is fostered e.g. Remote Fresher's Fair week etc. and cross college competitions.  Review mental health support available from LA and opportunities for the College to access this.  Relaunch the Big White Wall- name change to Together all- and promote to students.  Use student views on mental health and wellbeing to consider additional support, particularly for students continuing to study remotely e.g. for example a peer led support service.	

				<p>Offer enhanced support for study skills / return to study, particularly in Term 1 to support students returning to study after a long period away.</p> <p>Continue to embed the VESPA model which includes building learner resilience through Core studies including at Langley College.</p> <p>Further promotion of the Staff Mental Health First Aiders together with developing a Well being Programme.</p>	
PRIORITY	ACTIONS 2020/21	TIMEFRAME	SLT OWNER	PLANNED MILESTONES/IMPACT 2020/21	UPDATE
PROGRESS	Invest in new marketing campaign to maximise enrolments	Implemented June 2020	CEO	INSERT KEY TARGETS	
	Implement digital strategy to invest in devices (for staff and students), infrastructure, training and digital pedagogy	Autumn 2020	GD IBST	Recruit new Learning Technology Manager	
		Spring 2020		Work with relevant Stakeholders to develop College Group Strategy that is flexible for all types of Learning.	
June 2021	Provide relevant training to staff on Learning Technologies.				
	Implement new quality improvement plan, to include measures such as progression, and strategies such as developmental lesson observation for on-line teaching		Principals & GD HR	New targets for progression agreed for College QIP. (Oct. 2020)	

				<p>Key measures from College QIP embedded in departmental QIPs and PDRS. (Oct. 2020).</p> <p>Termly review of progress monitored in curriculum review meetings and deep dives. (On-going).</p> <p>Strategies for developmental lesson observations of on-line teaching to be agreed and supported by QCT. (Dec. 2020)</p> <p>Design a staff development programme to meet quality improvement objectives.</p>	
	Review opportunities for High Needs provision- improvement and expansion		GVP SS	<p>Review the curriculum model and staffing structure for the Evolve Programme building on Ofsted feedback.</p> <p>Review processes related to supporting adult learners and apprentices to maximise funding opportunities. In particular implement the recommendations made through the external audit.</p>	
	Invest in employer engagement plan from June 20-Dec 20 to position college as key support for employers		GVP BD	Employer Engagement Plan in place.	Plan drafted in June 2020, to be updated in Sept 2020.

	Implement Apprenticeship Recovery – plan for reduced numbers in September, implement campaign for new starts in line with business recovery		GVP BD	Engage with existing employers to identify new starts.  Flexible start points in year Oct, Jan, April.  Offer new apprenticeships with entirely remote delivery.	New digital marketing campaign has been launched.
	Re-establish links with DWP/JCP and LA's to implement new employability provision		GVP BD	Actively engage with key organisations including LAs, JCP and Heathrow.	College engaging actively with SBC , Heathrow and JCP
	Be ready to react to any government initiative (e.g. adult reskilling funds)		CEO	Review relevant funding opportunities as they arise.	College to consider 'Kick Start' programme.
	Further development of the new Human Resources Management system for manager and staff utilisation.		GD HR	Roll out of all modules by August 2021 for managers and staff.	
PRIORITY	ACTIONS 2020/21	TIMEFRAME	SLT OWNER	PLANNED MILESTONES/IMPACT 2020/21	UPDATE
PROTECT	Set deficit budget for 2020/21 to include contingency to react to the unexpected.		DCEO	A deficit budget of £2.35m was set for 2020-21 including a central contingency of £???. We will seek to remain within and aim to improve on this budget deficit.	To be provided in first Management Accounts in October.
	Negotiate a new long term loan with Santander by 30.11.20.		DCEO	Optimise the College's cash balance at 31.7.21., particularly via seeking to agree a new long term loan arrangement with Santander.	A draft financial forecast will be prepared in September 2020, taking into account the provisional closing of accounts position for 2019-20 and the emerging enrolment position for

					September 2020. This will be shared with the Board and Santander.
	Invest in capital to support digital strategy.		DCEO	Further enhance the capacity and reliability of the IT Infrastructure to facilitate blended and remote curriculum delivery and business support services. Increase and improve the provision of devices for students and staff.	<p>Substantial improvement in bandwidth to be made in September / October 2020 from upgrade from 1gb Langley internet link to 10gb. 290 laptops and headsets, 50 web cams and 40 room mics have been ordered for College staff to facilitate improved remote working.</p> <p>Approximately 80 laptops have been procured for students for homeworking from the Bursary Fund. A new laptop leasing scheme has been introduced for students from September 2020.</p>
	Ensure budget for 2020/21 maximises teacher utilisation		DCEO	The 20-21 teaching staff budget was rationalised in some areas with the aim of improving class sizes and efficiency. Regularly review class sizes, teaching efficiency and costs and seek to remain within and improve on the budget.	Teacher utilisation and efficiency is being carefully considered in the September enrolment process.
	Review estates strategy (including car parking) to reduce or amend footprint and generate cash savings and receipts. Opportunities include C/E Block, expanding (hiring) town centre and community provision		DCEO	<p>Decide to sell or rent C and E blocks and implement this in 2020-21.</p> <p>Seek to achieve significant compensation from the developer</p>	See latest capital update report to Resources Committee and Board.



				<p>for the proposed development adjacent to Strode's College Lane.</p> <p>Seek to reduce the current number of car parking spaces at Langley via agreement with Slough Local Planning Authority and thereby save up to £0.5m in the 2020-21 capital budget provision for replacement car parking.</p> <p>Appoint a full time permanent Lettings Manager and increase lettings income.</p>	
	Explore partnerships and opportunities as they arise (e.g. with Slough Borough Council and town centre re-generation)		GVP BD	The College partnered with Heathrow Airport and 4 other FE colleges surrounding Heathrow for a Collaborative Funding (CIF) to support economic regeneration.	The bid was successful. Project being launched in September 2020, potential funding of £90K for virtual WEX placements and industry updating for staff.
			CEO	<p>The College partnered with BCA for a Collaborative Fund to pump prime delivery of apprenticeships remotely and use of digital technology by delivery staff.</p> <p>College partnered with SBC to bid for local growth funds for a town centre Future Skills Hub in Slough in partnership with SBC and Royal Holloway University.</p>	<p>The bid was successful, just over £100k funding for project to run until March 2021.</p> <p>The initial bid has been successful for £2.5M. The full EOI now needs to be developed.</p>



	Set mid-long term strategy to resize and reposition the college- in response to local needs and partnership.		CEO	Position the College as a key partner for local economic recovery.  Stakeholder survey.	CEO is key member of the new Slough Regeneration, Economic and Skills Board.
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