

Development Plan Objectives for 2016-17

Following strategic planning sessions with governors and the College Management Team, and with input from staff at team meetings, this paper sets out the specific strategic objectives for 2016-17.

The three goals remain the same, with an additional emphasis in Goal 2 on serving the needs of our communities. The underpinning themes throughout are on being responsive to the changing environment with a real focus on meeting the skills needs of the area to the benefit of our students, residents and businesses.

(Figures in italics in brackets are last year's figures.)

Goal 1 To provide an OUTSTANDING learning experience for all students

	Objective	Target
1.1	Further improve the quality of the students' learning experience through CPD and CILT activities, developing further strategies for sharing best practice, and through developing further the observation process introduced in 2015-16.	<p>Profile of all teachers' performance across the 5 teaching, learning and assessment measures is gathered through the College appraisal process.</p> <p>The 5 Measures are improvements through the lesson observation scheme (1), students' attendance (2), retention (3), predicted success (4) and students' feedback (5). A key feature of the lesson observation scheme is the involvement of students and their feedback from students through attendance at team meetings. Students' feedback forms part of the ongoing cycle of improving the learning experience reported in monthly KPI Reports.</p> <p>Grade profile</p> <ul style="list-style-type: none"> • Outstanding: 47% • Good: 50% • Requires Improvement: 3% <p>Positive students' feedback gathered through the ET Plus Group – Teaching, Learning & Assessment</p> <p>All teachers participate and feedback from teachers on the programme of CILT and CPD activities delivered by the Quality Improvement team with case studies across all directorates demonstrating improvements being put into practice</p> <p>The CILT themes, which will be formally launched at a cross-College activity on Monday 17 October, are Progress, English and maths, and Employability.</p>

1.2	Meet the attendance target through implementing those strategies identified as effective in 2015-16	90% Attendance (86%)
1.3	Improve achievement rates through more robust tracking systems with a particular focus on Apprenticeships and areas identified through the SAR process	Overall achievement rate – (82%) Target 88% Functional skills achievement rate: English (57%) Target 80% Maths (67%) Target 70% Timely Apprenticeship achievement rate: (23%) Target 60%
1.4	Ensure a safe and harmonious environment through an active programme of enrichment with a strong focus on citizenship and diversity within modern British society which embeds the college values, the Prevent agenda and safeguarding.	<ul style="list-style-type: none"> Assess students' evaluations of a planned programme of safeguarding and Prevent activities delivered through tutorial and cross-College against the Common Inspection Framework and information from colleges graded outstanding – monitored through ET Plus Student Experience Group Increase the percentage of students who agree that the college promotes equality and diversity: agree 90% (85%) Evidence effective development of students' awareness of their responsibilities as citizens in enrichment activities and the tutorial programme
1.5	Improve students' competencies in English and maths through effective delivery of the college's English & Maths Strategy	<ul style="list-style-type: none"> Functional Skills achievement rate targets FS Entry English and maths- 95%, FS L1 maths 60%, FS L2 maths 55% , FS L1 English 70%, FS L2 English 65% GCSE maths: A*-C or equivalent in new scale (22%) Target 40% GCSE English: A*-C or equivalent in new scale (20%) Target 40%
1.6	Students make an active contribution to college life and contribute to improvements in their learning experience	90% of improvement targets identified through "You said, We did" student voice activities addressed by the close of the academic year Students' survey questions regarding the learning experience to be updated in line with Common Inspection Framework and to gather

		<p>feedback on:</p> <ul style="list-style-type: none"> • teaching, learning and assessment – with a focus on progress • employability • safeguarding and Prevent • equality and diversity <p>A minimum of 70% of FT students from each curriculum section to complete the students' survey</p> <p>Students' engagement in improvement to be monitored through ET Plus Student Experience Group</p>
1.7	Achieve the targets set in the QAA HER action plan following the HE Review in November 2015	<p>All targets met by the deadlines set</p> <ul style="list-style-type: none"> • Publicly accessible Programme Specifications Oct 2016 • Clear and detailed minutes of committees July 2017 • Staff development strategy for HE Dec 2016 • More effective student engagement July 2017 • Anonymised student feedback Oct 2016 • Periodic review process for the Pearson provision Dec 2017 • HE differentiated documentation July 2017
1.8	The college has made very good progress on its journey to outstanding and is inspection ready	All CIF key indicators, including overall effectiveness, are at least good

Goal 2 To be INNOVATIVE and RESPONSIVE to current and future needs of our communities

	Objective	Target
2.1	Deliver our employer engagement plan, ensuring provision meets identified needs in west London and that employability is a distinctive feature of all programmes	<ul style="list-style-type: none"> • Maintain or exceed 65% employer response rate and an improved satisfaction rating of 9/10 in the employer satisfaction survey. • All full-time students aged 16-18 have employability built in to their full time programme and gain experience of work through work

		experience, work placements, employer-led or community projects and enterprise activities – reported in KPI Reports and monitored through CQEG
2.2	Refresh our curriculum offer ensuring that provision is informed, relevant and meets the needs of the local community	<ul style="list-style-type: none"> • Review all courses using relevant LMI data through the curriculum planning process by December 2016 • Review opportunities for alternative delivery models • Increase of 20% in our 19+ and 24+ loan provision • Increase Apprenticeships numbers to 375 (165 actual in 15-16)
2.3	Achieve the long-term sustainable vision for the Skills & Logistics Centre, building on the plans to offer Logistics, and to co-locate with KS4 of Woodbridge Park (WP)	<ul style="list-style-type: none"> • Expand the pre-Apprenticeship and Apprenticeship programme in logistics. Target 130 • Develop a shared vocational curriculum with Woodbridge Park • Successfully complete the Woodbridge co-location project by November 2016 • Successful completion of phase 3, including the SLA with WP
2.4	Further develop the 14-16 offer through strengthening direct entry and our Alternative Provision	<ul style="list-style-type: none"> • 2 x ESOL 14-16 Direct Provision courses recruited in 2016 • Increase our Alternative Provision offer for September 2016 with at least one additional Year 10 group
2.5	Deliver the Apprenticeship numbers in the curriculum plan with a particular focus on higher apprenticeships to meet identified skills gaps.	<ul style="list-style-type: none"> • 375 new apprenticeships enrolled at levels 2 (209) and 3 (166) • 2 x Higher Apprenticeship programmes running in Broadcasting and Management • 1 x degree Apprenticeship running with the University of West London
2.6	Strengthen planning cycle and recruitment activities to ensure that opportunities to maximise income and generate growth are taken	<p>Ensure that recruitment to planned provision for 16-18s meets the 16-19 EFA allocation and that for students aged 19+, planned provision is on track to meet the adult education budget and adult Apprenticeships allocations for 2016-17</p> <p>Increase applications for 16-18 provision by at least 10% by May 2017</p> <p>Increase applications for HE provision by at least 5% by May 2017</p>

		Develop pricing structure for employer facing and full-cost provision
2.7	Develop new and innovative Recruitment and Selection strategies in order to ensure that we recruit the best/right candidate for the job	<ul style="list-style-type: none"> • HR R&S Project with milestones • Scope project brief by October 2016 • Implementation for Spring 2017

GOAL 3 To provide an EXCELLENT environment and resources

	Objective	Target
3.1	Upskill staff through a professional development programme to improve engagement with our employment and skills agenda ensuring all courses have 'clear line of sight' to a job or career	<p>This is part of a longer term plan to change the shape and culture of the College to be more responsive (as per Goal 2) and engaging employers more in our mainstream curriculum</p> <p>Engage all curriculum staff in Development Day activities to increase awareness of the labour market information influencing curriculum design and planning and expand the programme of "business savvy" training for CQTMs and CTLs</p> <p>A minimum of one third of staff from each Directorate to have taken part in industrial updating activities during the course of the year with curriculum design and planning outcomes to be reported at Principal's Performance Reviews and wit case studies across all Directorates</p>
3.2	Maximise the use of College facilities and resources by developing commercial opportunities within the local community, schools and businesses	<ul style="list-style-type: none"> • Improve the utilisation of the college estate by developing business opportunities to maximise the use of the facilities beyond the academic term • Increase annual income from short-term hire and events by £30,000 (35%) • Explore the opportunity to extend the college's production print provision to provide professional services to the local community and businesses

3.3	Actively explore and develop partnership opportunities which align with our core mission and values and allow us to build a broader financial base/be more efficient.	<ul style="list-style-type: none"> • Develop the partnership with AaA through their first year of co-location • Extend provision at the Nursery through the closure of the North Isleworth Children's Centre • Explore opportunities for developing further our alternative provision through partnerships
3.4	Establish agreed and documented processes in Exams to streamline the systems for gathering and reporting on curriculum performance	<p>More effective use of the monthly data checking meetings and monitoring of Markbook by both curriculum and MIS/Exams staff working collaboratively to establish effective practices which will result in:</p> <ul style="list-style-type: none"> • Accurate recording of registrations and entries against the correct specifications and units/modules by Exams for all provision (to be completed and signed off by December 2016) • Accurate, complete and timely exam information available through accessible reports cross-referenced with Markbook • Establish a process for monitoring and gathering errors and changes at curriculum section level to provide a baseline tolerance level for future years
3.5	To develop and formalise the proposed merger with Harrow and Uxbridge	<p>Establish a Governors Area Review Group</p> <p>Options/decisions to be taken to Corporation for consideration</p>