stanmore college
stanmore.ac.uk

# STRATEGIC PLAN
# 2023 - 2028

# Welcome

# OUR **MISSION**

**To use innovative and high-quality teaching and learning to provide learners with the skills they need to succeed and achieve their full potential in an ever-changing world.**

# OUR **VISION**
## **COLLEGE OF THE** FUTURE



Stanmore College will provide a state-of-the-art inclusive learning campus in the heart of the Stanmore community that will ensure all local people can benefit from the best possible education and training to enable them to achieve the best employability skills.

The College will be an educational hub providing a unique educational destination for local people to acquire the relevant skills, training and education to support them to access and build their career ambitions.

The learning campus will be a flexible and accessible place where staff, students, employers and stake holders can gather, interrogate, learn, gain skills and progress as well as become a lifetime member of an inclusive learning community.

At its heart will be outstanding career advice and guidance which will provide the expert information and knowledge to support people to make informed choices about their educational and career pathways, as well as an employability centre sponsored by local employers.

The College will provide a core offer that builds foundation and employability skills that guarantees progression into higher skills specialisms designed to access employment and build careers. This work will be underpinned and strengthened by outstanding committed partners across a range of organisations including education and business who will bring their expertise and resources to ensure the College is providing cutting edge services.

# OUR STRATEGY

The country, as a whole, is facing significant demographic and skill shortages. Our focus is to play a pivotal role in meeting these challenges and underpinning skills in everything we deliver.

Most employers, small and large, are struggling with skill shortages, particularly since Covid and Brexit.

As the fourth industrial revolution unfolds, a range of modern technologies will fuse the digital, physical, and biological roles, impacting on all disciplines and the way we work.

The Institute of Directors noted a tightening labour market with record numbers of people in work and lowest number of jobseekers in over a decade, due to many reviewing their priorities and values which were triggered by Covid.

Covid 19 has also had a significant impact on the skills landscape. Many employers are reporting significant skill shortages in technical areas, which will be compounded over the next 20 years, as an increasing population decide to retire. This is the case for STEM, digital, construction, hospitality, and health care.

We are determined to play a significant role by working collaboratively and in partnership, to create a workforce of the future and develop the skills that our local community needs to be successful in post Covid and Brexit market.

By focusing on our community and enhancing our reputation, we will become a leading provider of skills training demanded by employers and we will equip our students with the employability skills needed to meet their career aspirations.

We are a small and ambitious college with utter passion and determination to serve and therefore it is fitting we embark on a journey to become a community college.
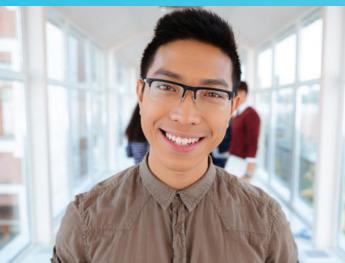
**Annette Cast**
Principal

# MESSAGE FROM THE CHAIR OF GOVERNORS



Stanmore College in all its various guises has played a pivotal role in the Stanmore and wider North London community since 1969, providing education to 16-19 years old and adult learners. I am proud to be part of this journey.

The College has always strived to meet the current needs and identify the future needs of the community which is why it is fitting to brand itself as a Community College, a vital institution at the heart of Stanmore.

The new strategy will reinforce the College's aim of creating outstanding opportunities for individuals and local business. With an exciting redevelopment of its main campus and review of its curriculum and service offering particularly towards up-skilling, retraining and employability of individuals.

This could not be a greater time to play a part in the Colleges future and I know that the College will continue to go from strength to strength.

**Rabbi Gideon Schulman**
Chair of the Board of Governors and
Chair of the Governance Committee

# OUR VALUES

## INCLUSIVE
We value all people

## ASPIRATIONAL
We want to do our best to achieve a high level of success

## SUPPORTIVE
We encourage and support each other

## RESPECTFUL
We show consideration for others

## OPEN AND HONEST
We tell the truth and do not try to deceive people

## INNOVATIVE
We step outside our comfort zone trying things in new ways

## SAFEGUARDING
We believe in protecting people's health, wellbeing and human rights

## AMBITIOUS
We encourage students to exceed their expectations

## STUDENT FOCUS
We actively involve students

## COLLABORATIVE
We adopt multiple educational approaches

# NABEEL REHMAN

' I particularly liked the College's Careers' Team as they supported me through my work experience placement which helped me secure my apprenticeship with Barclays Bank.'

**Studied Level 3 Extended Diploma in IT and achieved D*D*D***

# OUR COMMITMENT

We have high expectations and ambitions for all our students, we are creating an innovative environment where staff and students can develop their skills.

# OUR GOALS

1 - Putting the learner at the heart of all college activities

2 - Promoting high expectations and ambitions for all staff and students

3 - Providing strong leadership, enabling inspirational teaching, and learning

4 - Supporting staff to deliver high quality learning experiences

5 - Creating an environment for our learners to prosper and progress

6 - Embedding equality, diversity, and inclusion in everything that we do

7 - Listening to students, staff, employers, and stakeholders

8 - Understanding and meeting local education and skills needs

9 - To deliver impactful external and civic commitment engagement

10 - To continue to be financially viable and to regularly invest for the benefits of our learners and staff

# SABIHA HABIB

' I enjoyed the wide variety of units and was very pleased with my results. I would recommend this course; the teachers here are very helpful. '
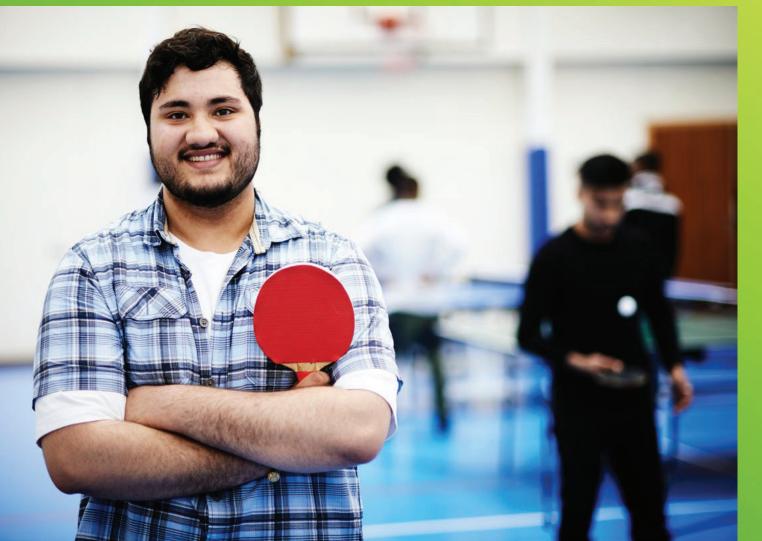
**Studied Level 3 Extended Diploma in Health and Social Car and achieved D\*D\*D\***

# 1 TO PROVIDE AN OUTSTANDING TEACHING AND LEARNING EXPERIENCE

- To enable our learners to achieve their goals.
- To enable them to progress and achieve destinations that fully reflect their accomplishments.
- To deliver a demand – led curriculum that meets the needs of the local community.
- To develop learners who will drive economic growth in the communities we serve
- To work with local schools to ensure a seamless transition from level 1 to 5 or employment.
- To support an inclusive learning environment that enables learners, especially those with educational needs and disabilities to freely access learning opportunities and achieve their potential
- To ensure effective careers guidance which contributes to raising aspirations for all our learners, improving motivation, and overcoming barriers to success.
- To provide a model of careers guidance that meets the needs of all our students.

# 2 TO DELIVER AN INNOVATIVE AND RELEVANT CURRICULUM THAT IS UNDERPINNED BY EMPLOYABILITY AND WORK READY SKILLS

- To equip our learners with a skills passport
- To enable our learners to further develop the softer skills around mental health, resilience
- To encourage our learners to be pillars of the community
- To develop culturally intelligent and ethical leaders of the future
- To create a platform that enables learners to fully engage with the opportunities that Northwest London presents
- To provide learners with the right skills and to fully embrace the opportunities that are born out of the Local skills improvement plan
- To establish a meaningful Employers Forum
- Developing partnerships with the local community to further develop the widening participation agenda
- To develop green skills modules throughout the curriculum
- To develop cohesive provision.

# 3

## TO PROVIDE AMBITIOUS, RESPONSIBLE EDUCATORS AND LEADERS

- To become an Employer of choice in Northwest London
- To ensure that the workforce is truly representative of the communities we serve
- To create meaningful career paths for all our staff
- To create trainee schemes across the college business to drive the importance of FE as first choice employer
- To develop staff secondment and work placements
- To promote and embed Equality, Diversity and Inclusion in everything we do
- To provide strong leadership and governance to support staff and the student body

# 4

## TO PROVIDE OUTSTANDING LEARNING ENVIRONMENTS

- Develop a new campus that provides a future proofed, inclusive, safe, and high-quality learning environment that enables learners to achieve their full potential.
- Create an environment that fully embraces our community and their needs.
- Create a connected campus, where students are truly in the heart of everything we do.
- Develop the digital and physical resources that support our ambitions to reflect modern and future ways of working.

# 5

## TO DEVELOP NEW WAYS TO FURTHER EMBED AND PROMOTE EQUALITY, DIVERSITY AND INCLUSION.

- To continue to stand together as a community with our Black staff and students in condemning racism
- We will continue to tackle inequality
- Our staff and students' voice will be firmly in the heart of our decision making and we challenge ourselves to think and act differently
- We will provide safe forums for our Black students and staff to share their life experiences

# 6

## TO CONTINUE TO BE FINANCIALLY VIABLE AND TO REGULARLY INVEST FOR GROWTH AND SUSTAINABILITY TO DELIVER OUTSTANDING CURRICULUM AND OUTSTANDING LEARNING EXPERIENCES

- EBITDA
- Cash Days
- Borrowing as a % of income
- Pay to Income Ratio %
- Achieve funding contracts
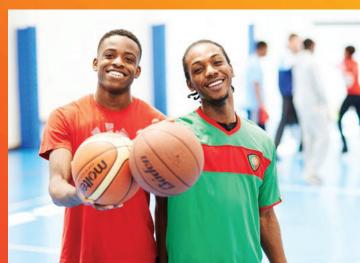- To increase income year on year
- Financial health

| Objective | KPI | Current Value | 2023 | 2024 | 2025 | 2026 | 2027 |
|---|---|---|---|---|---|---|---|
| 1. To provide an outstanding teaching and learning experience | Curriculum aligned with local strategic priorities – to be demand lead | 70% | 85% | 90% | 90% | 95% | 95% |
| | To increase learner satisfaction | 80% | 85% | 87% | 88% | 89% | 90% |
| | To increase the delivery of industry endorsed programmes | 20% | 40% | 60% | 80% | 90% | 95% |
| | Increase learner attendance rates | 79% | 80% | 85% | 85% | 87% | 90% |
| | Achievement rates for all groups to be within 5% of the overall achievement rates | 61% | 65% | 70% | 75% | 85% | 90% |

| Objective | KPI | Current Value | 2023 | 2024 | 2025 | 2026 | 2027 |
|---|---|---|---|---|---|---|---|
| 2. To deliver an innovative and relevant curriculum that is underpinned by employability and work ready skills. | Design and implement a skills passport | 0 | 100% | 100% | 100% | 100% | 100% |
| | To develop green skills modules throughout the curriculum | 10% | 100% | 100% | 100% | 100% | 100% |
| | Establish a meaningful employers forum, minimum 5 employers | 3 | 5 | 7 | 8 | 8 | 8 |
| | To increase the number of SEND learners | 102 | 20% | 25% | 30% | 30% | 30% |
| | Increase the number of learners progressing internally | 68% | 70% | 71% | 72% | 73% | 75% |
| | Learners sustained positive destinations | 90% | 92% | 93% | 95% | 96% | 97% |

| Objective | KPI | Current Value | 2023 | 2024 | 2025 | 2026 | 2027 |
|---|---|---|---|---|---|---|---|
| 3. To provide ambitious, responsible educators and leaders. | Develop and implement staff secondment and work placements | 5% | 30% | 50% | 75% | 100% | 100% |
| | Develop a clear recruitment strategy that develops as market changes | Review | 100% | 100% | 100% | 100% | 100% |
| | To create meaningful career paths and job families | 80% | 90% | 100% | 100% | 100% | 100% |
| | Implement a management development programme for BAME staff, so that they are able to achieve professional growth. | 0 | 100% | 100% | 100% | 100% | 100% |
| | All teaching staff to have an advanced digital skills qualification | 22% | 45% | 55% | 65% | 75% | 100% |
| Objective | KPI | Current Value | 2023 | 2024 | 2025 | 2026 | 2027 |
| 4. To provide outstanding learning environments | 20% online delivery for all level 2 and 3 qualifications | 5% | 10% | 15% | 20% | 20% | 20% |
| | Develop and implement a detailed Property Strategy to meet the needs of a modern curriculum | 10% | 10% | 10% | 35% | 75% | 100% |
| | To create a 100% net zero campus and reduce all reliance on carbon sourced energy | 10% | 10% | 25% | 40% | 70% | 100% |
| | To create a fully accessible campus for learners - Allow all learners to enjoy access to education. | 30% | 30% | 30% | 50% | 75% | 100% |
| | To develop learning environments that are consistent with COP26 and the UK Government's Carbon Reducing Strategy | 10% | 10% | 10% | 50% | 75% | 100% |

| Objective | KPI | Current Value | 2023 | 2024 | 2025 | 2026 | 2027 |
|---|---|---|---|---|---|---|---|
| 5. To develop new ways to further embed and promote Equality, Diversity, and Inclusion. | To increase female engagement in enrichment activities | 20% | 40% | 50% | 60% | 70% | 80% |
| | To achieve investors in diversity | N/A | develop plan | 100% | 100% | 100% | 100% |
| | All staff to complete level 2 Qual in EDI | 2% | 50% | 60% | 70% | 90% | 100% |
| | Create an environment in which individual contributions are recognised and valued | 70% | 75% | 80% | 85% | 90% | 90% |
| | Increase number of SEND learners entering into employment | 5% | 10% | 11% | 12% | 14% | 15% |

| Objective | KPI | Current Value | 2023 | 2024 | 2025 | 2026 | 2027 |
|---|---|---|---|---|---|---|---|
| 6. To continue to be financially viable and to regularly invest for growth and sustainability to deliver outstanding curriculum and outstanding Learning experiences. | EBITDA | 10.88% | 8.45% | 8.43% | 9.49% | 12.49% | 10.59% |
| | Cash Days | 140 | 177 | 179 | 177 | 153 | 147 |
| | Pay to income ratio | 69.66% | 71.69% | 69.93% | 69.01% | 67.41% | 67.41% |
| | Borrowing as a % of income | 10.49% | 8.73% | 7.78% | 7.15% | 6.44% | 5.66% |
| | Achieve funding contracts | GLA YES ESFA NO | GLA YES ESFA NO | GLA YES ESFA YES | GLA YES ESFA YES | GLA YES ESFA YES | GLA YES ESFA YES |
| | To increase income year on year | £12.648M | £13.070M | £12.668M | £12.948M | £13.458M | £14.254M |
| | Financial health | Outstanding | Outstanding | Outstanding | Outstanding | Outstanding | Outstanding |