



The College of Haringey,  
Enfield and North East London

# Strategic Development Plan 2012-2015







# Introduction

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1. Following on from our first Strategic Development Plan 2009-2012; the College of Haringey, Enfield and North East London has developed and promoted the interests of our community, delivered vocational and employment skills to improve people's lives and realised our ambition of creating a College that local people are proud of.
2. We have witnessed unprecedented change with a coalition Government that intends to deliver an extensive programme of reform to education, health, care and welfare. Further, we have seen a global economic crisis that has left no one untouched and brought even greater hardship to many of the most vulnerable in our community.
3. Our mission, which is to help individuals, employers and our community to succeed by providing outstanding education and training - is now more important than ever. We know that what we need to do is to continue to deliver outstanding vocational skills and employment related education and training for all our students so they are equipped to succeed in life and in work. Yet, how we deliver on this promise must change if we are to ensure that everyone in our community has the support and access they need to the opportunities which will improve their lives.
4. The translation of strategy into action is essential. The College Strategic Development Plan is underpinned by our annual Quality Improvement Plan, which details the actions and targets necessary to ensure we address and build upon our strengths and areas for improvement. Our Quality Improvement Plan is published every autumn and regularly updated during the year.

A handwritten signature in black ink, appearing to read 'Keith Brown'.

Chair:  
Keith Brown

A handwritten signature in black ink, appearing to read 'Paul Head'.

Principal and Chief Executive:  
Paul Head

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# 1. Our context

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## London and the Upper Lee Valley

- 1.1 London has always been a polarised city, but the extremes of prosperity and deprivation have hardened during the economic crises.
- 1.2 Our recently commissioned report *Training, Skills and Employment in the Upper Lee Valley* shows that London as a city continues to drive the country's economy but the competition for jobs is fiercer than ever; employability skills are literally cashable currency and those without them make up the majority of the one third of London's population of working age, currently without jobs.
- 1.3 The Upper Lee Valley has some of the highest levels of poverty and deprivation in London. The persistent issue of worklessness has worsened, with the gap between employment rates in London and the Upper Lee Valley boroughs widening significantly in 2010 (London 68%, Enfield 64% and Haringey 63%). Too many residents lack the skills they need to take advantage of employment opportunities; young people have been disproportionately affected by the demands of the current labour market and most are struggling to gain a first foothold on the employment ladder.
- 1.4 Professions that are forecast to grow fastest in the Capital will require increasingly higher level skills. For example, jobs in business and financial services are anticipated to provide 40% of new jobs over the next 20 years (this sector also provided more than half of the Jobcentre Plus vacancies over the last 3 years). We must ensure that local people are able to capitalise on this growth and prepare them to take advantage of all the opportunities that present themselves locally and across London.

## Education and Skills

- 1.5 Responsibility for education policy and funding is now within the remit of two Government departments. The Department for Education (DfE) is responsible for 16 to 19 year olds and young people aged up to 24 years with a learning disability. The DfE has moved rapidly to open up the education market place with the introduction of University Technical Colleges and Studio Schools, as well as, increasing the number of Academies and Free Schools. There have also been curriculum changes in colleges with 16 to 19 programmes of study due to commence shortly and a far greater focus on transition and progress to adult life and work.

- 1.6 The Department for Business, Innovation and Skills (BIS) is responsible for adult learning. BIS considers that skills are vital for a healthy economy and society. The Skills Investment Strategy to 2014 sets out the commitment for public investment in adult education and training. This places Apprenticeships at the heart of the drive to upskill the nation's workforce and also makes clear where individuals and employers will be expected to contribute, with the introduction of a new system of loans for further education students aged 24 and over from 2013.
- 1.7 There is an intense focus on better preparing both young people and adults for a 21st century labour market, with the Department for Work and Pensions leading large scale initiatives for the unemployed such as the Youth Contract and the Work Programme. Assisting the young with the transition from education and training into employment and adults from being economically inactive into work and self employment is a key challenge.
- 1.8 The development of Local Economic Partnerships in London and sub-regionally will be an important driver of both young people's and adults' skills in the period covered by this plan. We will need to respond to the London wide issues identified by the Greater London Authorities London Enterprise Panel and those of our sub-region that will flow from the work of the London Anglia Growth Partnership (LAGP).
- 1.9 These different agendas bring competing tensions and mean we will need to make difficult decisions about what we do and how we use our funding. We will work with our partners in making those decisions so that everything we do makes a real and positive difference to local people's lives. This requires us to ensure we continue to focus on working with those members of our community who are economically disadvantaged and excluded, those with low levels of skills and previously low attainment while raising aspirations and ensuring those that can are able to benefit from employment opportunities that require higher skills.
- 1.10 The Office for Standards in Education (OfSTED) issued its Common Inspection Framework for further education and skills, 'A good education for all' in June 2012. The framework has three key themes: Outcomes for Learners; Quality of Teaching, Learning and Assessment and Effectiveness of Leadership and Management. The grades for these themes will feed into a grade for overall effectiveness of colleges which are being inspected. OfSTED anticipates providers to be 'Good' and institutions that do not achieve that grade will require improvement. Outstanding providers will need to show they have outstanding teaching and learning. The College will strive to meet these expectations and anticipates that it will be inspected by OfSTED during the period covered by this plan.



## 2. Our mission, vision and values

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- 2.1 The College specialises in the provision of vocational skills for employment and progression.
- 2.2 Our mission is to help individuals, employers and our community to succeed by providing outstanding education and training.
- 2.3 Our vision is that at our heart are our high expectations that serve the community of the Upper Lee Valley, promote social inclusion and economic prosperity through the provision of education and learning, and above all enhance the life experience of young people and adults and help them to expand their aspirations in life.
- 2.4 Our Values are driven by putting the learner at the heart of what we do. Our values drive our behaviour and what we expect from our learners and staff.

### Outcomes

1. We will set high expectations of our learners, increase aspiration and focus on success.
2. We will prepare our learners for progression into jobs that meet local and national needs working with our partners and our communities.

### Quality

3. We will strive for excellence in what we do, fostering a climate of continuous improvement.
4. We will promote good practice in teaching, learning, training and assessment.
5. We will encourage innovation, creativity and enterprise and we will embed equality and diversity in all spheres of our activity.
6. We will swiftly address areas for improvement and enable our staff to respond to changes required through professional training and development.

## Effectiveness

7. We will plan and deliver our courses and training to meet the needs and interests of learners, employers and our local and national community.
  8. We will establish effective and productive partnerships that enable us to deliver our key outcomes and respond to local and national priorities.
  9. We will listen to and respond to the views of learners, parents and carers, employers, stakeholders and staff to improve participation, involvement and performance.
  10. We will strive to embed all aspects of equality and diversity into our culture and practise.
  11. We will ensure a well resourced, safe and healthy environment for learners and staff with a focus on the effective use of technology and the sustainability of the College.
  12. We will maintain the financial sustainability and viability of the College, delivering good value for money.
  13. We will uphold high standards of professional and ethical conduct, promote good role models for learners and staff and promote a supportive and participative culture where colleagues are valued, developed and operate effectively through rigorous performance management.
- 2.6 The College's mission, vision and values form our **Public Value Statement**.



## 3. Our strategic business objectives

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3.1 Our strategic business objectives are how we will deliver our mission, vision and values:

### The Outcomes we will achieve

1. Improve skill levels and reduce the number of those who are not in education, employment or training. To achieve this we will work in partnership with others, in particular Job Centre Plus, Local Authorities and other public, private and third sector organisations.
2. Increase the number of apprenticeships we support, in particular those for young people aged 16-18 and for adults aged 19-25.
3. Develop and promote technical and higher education pathways, enabling learners to enhance their employability and contribute to local, regional and national economic growth. We will do this by expanding our higher level apprenticeships at Levels 3 and 4 and by expanding the higher education offer available at the College.
4. Strive for excellence through meeting learners' needs, raising standards and ensuring we achieve at least 'Good' across all areas of provision by 2015. We will achieve the following:
  - Improve attendance rates to 87%.
  - Maintain success rates above national benchmarks for all courses and programmes.
  - Achieve success rates above minimum levels of performance for all courses.
  - Maintain an overall success rate for College provision of above 80%.
  - Maintain an overall retention rate for College provision of above 90%.
5. Increase the number of learners progressing into further education, training and employment.

### The Quality we will achieve

6. Increase aspirations, participation, progression and attainment through outstanding teaching and learning which is good or better.
7. Ensure every learner benefits from e-learning and has access to e-resources.
8. Promote equality and diversity to ensure all our learners achieve their goals and qualifications and address differences in achievement across groups of learners.
9. Support our staff through professional development and training to ensure success for all our learners. All staff will be qualified teachers by 2015 and undertake a minimum of 3 days Continuous Professional Development (CPD) each year, related to quality improvement.

## The Effectiveness we will achieve

10. Develop our curriculum and achieve agreed target numbers to meet the changing economic and social needs of employers and the communities we serve.
  11. Develop effective and productive partnerships to deliver our key outcomes and respond to local and national priorities.
  12. Seek the views of our all key stakeholders (employers, parents/carers, learners, and the wider community) through annual surveys and focus groups and achieve satisfaction ratings of good or better.
  13. Embed equality and diversity in what we do, to meet our equality and diversity targets and exceed statutory requirements.
  14. Ensure financial strength and stability are maintained, managing the College's resources sustainably and for its long term reputation, generating a surplus over the Plan period.
  15. Provide excellent, safe, sustainable and inclusive environments for all learners and staff to achieve their full potential through a capital investment programme to develop industry standard environments for training.
  16. Consult staff through team meetings, focus groups and targeted surveys and ensure all staff meet performance targets through effective support, learning and development and performance management.
- 3.2 The detailed annual targets for how we will achieve our business objectives are outlined in the Quality Improvement Plan



## 4. Our provision for vocational and employment skills

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4.1 We will deliver our Strategic Business Objectives in the following way:

### 14 to 19 year olds

- 4.2 We will continue to work with local authorities and schools to shape the school curriculum and better prepare young people for further and higher education and for the world of work. This is particularly important in response to raising the participation age to 17 in 2013 and 18 years of age in 2015.
- 4.3 We will, in particular, continue to work with Enfield Council and ARK on a partnership for school delivery in Enfield. We will respond to similar initiatives in Haringey, including hosting the E-ACT Primary School in its first three years of operation and working with Haringey Sixth Form Centre.
- 4.4 We will build on our work with local special schools and national specialist charities to make our College and our learning offer accessible to young people and adults with learning difficulties or disabilities, particularly those with autism through our partnership with Ambitious About Autism which aims to develop co-located specialist provision at our Enfield Centre.
- 4.5 We will work with partners on the possible development of University Technical Colleges in the area.
- 4.6 We will provide vocational courses at all levels in response to local needs.
- 4.7 We will ensure learners achieve skills, including English and maths that relate to finding employment.

### Unemployed people

- 4.8 We will provide pre-apprenticeships, work experience and internships within our course offer for young people and adults entering or re-entering the labour market.
- 4.9 We will address basic skills needs such as literacy, numeracy, ICT and communication.
- 4.10 We will provide clear pathways to work.
- 4.11 We will develop further our partnership work with Jobcentre Plus as we expand the training and support offered under the new Work Programme and Youth Contract.

- 4.12 We will contribute to the work of local authorities to increase employment and training opportunities through initiatives aimed at building capacity, for example, the North London Pledge and the Jobs Fund, also placing local people into jobs through job brokerage.

### Higher Education

- 4.13 We will strengthen our links with our university partners including: Middlesex University, Birkbeck, University of London and Canterbury Christ Church University.
- 4.14 We will increase our commitment to delivering higher level skills and will build on our Higher National Certificate (HNC) courses in Games and Animation, Engineering and Computing and Systems Development.
- 4.15 We will explore the development of a University Learning Centre for our part of north London, located at the College.

### Apprenticeships

- 4.16 We will expand our provision with all our vocational areas offering apprenticeships by 2015, including Higher Apprenticeships, ensuring that young people who might want an alternative to university have other means of realising their aspirations.

### Employers.

- 4.17 We will develop employer partnerships in all our areas of vocational specialisms by 2015.
- 4.18 We will provide bespoke provision to meet employers' needs.
- 4.19 We will contribute to local initiatives to increase employment and training opportunities through initiatives aimed at building capacity, for example the North London Pledge and the Jobs Fund and placing local people into jobs through job brokerage.
- 4.20 We will support initiatives to increase revitalise and grow local business and enterprise opportunities through initiatives aimed at providing business support for small and medium sized enterprises and for attracting new business to the area.
- 4.21 We will promote work experience with employers as key elements of our programmes for young people and for adults entering or re-entering the labour market. Exposure to the workplace is essential for those people in our community seeking employment.

## Sectors

4.21 As a vocational skills College, we will provide appropriate courses at entry, technician, higher technical and managerial levels, as well as apprenticeships, which support key local economic sectors.

4.22 Our provision will focus on:

- Health, Public Services and Care, in particular the nursing, caring professions and early years.
- Science and Mathematics, in particular vocational science provision and key qualifications in maths that enhance employability.
- Engineering and Manufacturing Technologies, in particular process engineering for the food and drink industries.
- Construction and the Built Environment, in particular entry and technician skills for building and building services and in green technologies, such as, recycling, energy and retro-fit.
- Information and Communication Technologies, in particular progression to higher study and apprenticeships in ICT.
- Retail and Commercial Enterprise, in particular hairdressing and beauty therapy.
- Logistics and Distribution, in particular skills required for operatives and supervision, management and organisation.
- Leisure, Travel and Tourism, in particular sport and fitness.
- Arts, Media and Publishing, in particular the creative industries, for example Digital Media and Animation.
- Education and Training, in particular the training of teachers of further education and skills.
- Preparation for Life and Work, in particular English for Speakers of Other Languages (ESOL), literacy, numeracy and employability skills.
- Business, in particular accounting and finance, business administration apprenticeships, sales and customer care.

## Partnerships

- 4.23 We will need to work with others to achieve our business objectives and we will:
- Contribute to shaping the area development plans and leading on delivery of those plans for the Upper Lee Valley and its host local authorities.
  - Work closely with Job Centre Plus and its contractors in tackling unemployment.
  - Be an active participant in local strategic and leadership partnerships, including the Tottenham Task Force and any successor bodies.
  - Support the initiatives of the London Anglia Growth Partnership (LAGP) covering the wider area. In Enfield, in particular LAGP will support those plans covering the north east and south east of the borough and in Haringey in particular those covering Tottenham.
  - Support the work of the new London Enterprise Partnership, chaired by the Mayor of London, and promote enterprise, innovation and the acquisition of skills for sustained employment
- 4.24 We will work with our voluntary and community sector partners. We will promote and actively support volunteering in the local community, in particular for the mentoring and support of learners at the College.
- 4.25 We will work with local schools to raise attainment and outcomes for young people and their families and to develop a skilled workforce in the education sector.
- 4.26 We will explore the sharing of service provision with other public, private and third sector organisations where they enable us to deliver effective services and better value for money.
- 4.27 We will make a significant contribution to both local and area economies through procurement, investment and employment opportunities and be actively involved as a leading organisation in regeneration of the area.
- 4.28 The detailed annual targets for how we will deliver our provision are outlined in the Quality Improvement Plan.



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