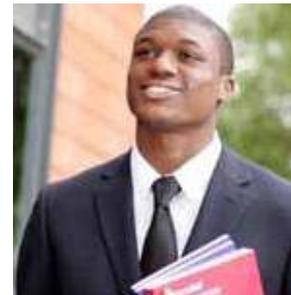




The College of Haringey, Enfield and
North East London

Strategic Development Plan 2015-2018





Introduction

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1. Context

The College

The College operates from two centres in Tottenham and Enfield and offers courses in thirteen sector subject areas (SSA), with a strong focus on vocational specialisms. In 2013-14 there were 25,187 starts (predominately adults); just under a third were enrolled on programmes greater than 24 weeks. A third were White (although not all of White British origin) and a third of Black (highest proportions African and/or Other Black).

The College has strong and effective partnerships with a wide range of external agencies, schools, employers and community groups. It is a major provider of Trade Union education in the workplace. With economic growth a priority, the Government is placing precedence on delivering skills to ensure a trained workforce, so linking education and training to the Skills Agenda is at the forefront of College plans. Work-based learning provision had 446 new Apprentices and Vocational Employability courses are a key focus working with Jobcentre Plus (JCP) and providing training to over 5500 learners on active benefits in 2013-14.

Provision for school pupils aged 14 to 16 is well established, working with sixteen local secondary schools, Pupil Referral Units (PRU) and virtual schools in Haringey, Enfield and Waltham Forest and providing full- time and part-time education to over 257 learners. The College also offers a small but increasing number of higher education (HE) courses which show its commitment to widening participation and providing clear progression routes. HE provision is mainly delivered in – Teacher Education, Health and Care, Computing, Creative and Science via directly funded (HNC/D Edexcel provision) or indirectly funded numbers (in partnership with Middlesex University and Canterbury Christ Church University). In 2013-14, some 200 learners were enrolled in Early Childhood Studies, Teacher Education, Psychology, Counselling and Youth Work programmes. Success rates are high on the vast majority of courses and the College ranked number one for both overall success rates and learner satisfaction rates of all the London GFE Colleges in both the 2012-13 and 2013-14 academic years. The College was inspected by Ofsted in March 2014 and rated “Good” with “Outstanding” leadership and management.

The College Communities

Whilst Enfield and Haringey boroughs have relatively affluent areas in the west, the College predominately serves the eastern sides of these London boroughs (the Upper Lee Valley) – home to some of London’s most diverse and deprived communities (measured by Indices of Multiple Deprivation). The IMD examines a range of economic, health, social, educational and housing factors to produce a single Deprivation Score across small areas called Lower Super Output Areas (LSOAs). Local Authorities also use the IMD to identify areas with the greatest level of need for support or intervention.

The inhabitants of both boroughs are diverse, with significant Other White populations, primarily from Turkey, Greece and other European backgrounds, such as Italy, Spain and Poland.

Haringey is the fifth most ethnically diverse borough in the country and has a growing population – currently 263,386 (ONS 2013 Mid-Year Estimate/Haringey Council) and projected to rise to 286,774 by 2022. Almost two-thirds of its population (and over 70% of young people) are from minority ethnic backgrounds (not White British). Over 100 languages are spoken in the borough. It is also one of the most religiously diverse places in the UK. 16-18 NEET levels in Haringey were estimated at 3.5% in 2014 (London average 3.1%) and Haringey has the highest levels of unknowns in London at 20.8% (London average 10.4%).

Haringey is also one of the most deprived Local Authorities in the country, ranking 13th out of 326 English Authorities. Deprivation, relative to the others has actually increased, as in 2007 Haringey was the 18th most deprived. Haringey is also the 4th most deprived borough in London. 80 of Haringey’s 144 LSOAs are within the most deprived fifth in England - they are mainly located in the east of the Borough, especially the north-east close to the Tottenham Centre. Seven LSOAs are among the 2-3% most deprived nationally; these include Tottenham Hale and Northumberland Park, close to the College

Enfield has the fourth highest population of the 32 London boroughs (317,287). This figure is expected to steadily increase, reaching around 330,000 people by 2022 and 340,000 by 2032 (ONS 2013 Mid-Year Estimate/Enfield Council). An unusually large proportion of the population (21%) is made up of young people of which in 2014 it was estimated that 3.1% were NEET with 15.6% unknowns(London average 10.4%)

The highest concentration of the population lives in the eastern wards, particularly the south eastern wards of Edmonton Green and Upper Edmonton, near the College. Ethnic diversity also varies significantly by age. It is estimated that about 12% of the total population (approximately 34,000) includes Somalis, Nigerians, Ghanaians, Congolese, Turkish, Kurdish Kosovans, Albanians and other migrants from A10 accession countries in the EU.

In summary, a large proportion of the local population and potential learners live in wards which are amongst the top 10% most deprived in England, with transient communities and multiple levels of deprivation, including low employment and high levels of intergenerational worklessness. In 2013-14 over two thirds of enrolments to the College were from learners living in postcodes with Disadvantage Uplifts – linked to IMD Deprivation Factors.

This highlights the barriers many learners’ face, even before they embark on a course at College. It also underlines the challenges the College faces in helping individuals to raise skill levels and improve their life chances, when role models to reinforce the work ethic or encourage ambition are often missing from their lives.

The Funding and Employment Landscape

Grant Funding: There continues to be a significant pressure on funding available for education with the College receiving a cut in Adult Learner Responsive (ALR) SFA grant funding for 2015/16 of 24%. Although Apprenticeship and maths and English funding were protected this still resulted in an overall 21% SFA reduction in funding for the College. There looks set to be continued pressure on SFA ALR funding in future years.

The transition to user pays and advanced learning loans: The addition of level 3 learning loans for 24 plus learners may continue and expand to include level 2 programmes and learners over 19 from 2017. This transition to user pays brings with it key challenges in market positioning and competition and reductions in enrolment numbers as has been demonstrated in the initial transition to 24 plus loans. This will however help to offset some of the expected reductions in SFA ALR funding that is expected.

Apprenticeships: There is a significant transition occurring in this area with expectations of an additional 3 Million Apprentices over the next government. Apprenticeship Frameworks are in the process of being redesigned and re-launched for all qualifications and funding is to be re-directed via employers on a proposed “voucher” based system. Although opportunity is vast for the College there will be very fierce competition created which will require financial remodelling of both the sales and delivery to compete in this market.

Local Enterprise Partnerships (LEPs): The LEPs are increasingly important in providing both key priority sector information for London and also in ensuring SFA funding is tied to priorities of the LEP. LEPs are set to have increasing influence over SFA funding which is to be delivered through a three-pronged approach involving procurement, accountability and allocations and intervention. Further devolution looks to be a direction of travel in SFA and ESF funding in future years. The College will be required to work in conjunction with the LEP to meet funding allocation requirements.

Higher Education (HE): With the removal of HE student number caps in 2015/16 and a demand lead system, there are opportunities to increase partnership working with Universities and set out a HE offer at the College that meets the needs of learners.



2. Our Mission, Vision and Aims

Mission

- 2.1 Our mission is to help individuals, employers and our community to succeed by providing outstanding education and applied vocational training with a particular focus on skills for employment.

Vision

- 2.2 Our vision is to be the number one skills college for businesses and communities, offering a huge range of courses to help people on to skilled jobs, apprenticeships or university.

Aims

1. We will put the learner at the centre of what we do.
2. We will set high expectations of our learners, to increase aspiration and focus on success.
3. We will prepare our learners for progression into jobs that meet local and national needs working with employers, our partners and our communities.
4. We will treat our learners as our customers and deliver excellent levels of service in every interaction that we have.
5. We will listen to and respond to the views of learners, parents and carers, employers, stakeholders and staff to improve participation, involvement and performance.
6. We will plan and deliver our courses and training to meet the needs and interests of learners, employers and our local and national community.
7. We will deliver industry standard vocational programmes in industry standard facilities.
8. We will promote best practice in teaching, learning, training and assessment that embraces e-learning and digital technology.
9. We will seek out opportunities for partnership, acquisitions and business

opportunities that benefit our stakeholders, community and employers.

10. We will encourage innovation, creativity and enterprise.
11. We will develop an organisational culture based on flexible, highly professional, expert staff that thrive on challenge and meeting the needs of their industries.
12. We will swiftly and relentlessly address areas for improvement and enable our staff to respond to changes required through professional training and development.
13. We will uphold high standards of professional and ethical conduct and rigorous performance management.
14. We will promote a culture where colleagues are valued, developed and supported and promote good role models for learners. Staff skills and expertise will be continuously developed and updated to ensure they are leading edge for their sector.
15. We will embed equality and diversity in all spheres of our activity.
16. We will ensure a safe and healthy environment for learners and staff with a focus on the sustainability of the College.
17. We will proactively engage in developing new markets to diversify the College's income streams and strengthen its financial stability.
18. We will maintain the financial sustainability and viability of the College, delivering good value for money, to ensure the College can continue to fulfil its mission in the future.



3. Our Strategic Business Objectives

- 3.1 We will deliver our mission and vision through meeting our strategic business objectives. To achieve this we will work in partnership with others, including employers, local authorities, Job Centre Plus, partner schools and universities and other public, private and third sector organisations.

The Outcomes we will achieve

1. Reduce the number of those who are not in education, employment or training (NEET).
2. Increase the number of apprenticeships and higher 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 Level 4 and by expanding the local higher education offer available at the College.
4. Strive for excellence through meeting learners' needs, raising standards and ensuring we are 'Good' or better in our self-assessment and Ofsted Inspections. We will achieve the following:
 - Improve attendance rates to 88%.
 - 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 85%.
 - Maintain an overall retention rate for College provision of above 90%.
 - Improve our English and Maths success rates to above 75% for all levels.
 - Improve our learner destinations to greater than 45% to employment and 95% to employment or further study.

The Quality we will achieve

5. Excellence in all we do.

This means achieving recognition as an outstanding college through ensuring that every student enjoys their course; makes excellent progress and achieves a successful outcome. Initiatives to diversify and grow will only be pursued when we are confident they will maintain our drive to be the best FE College in London and beyond.

6. Increase aspirations, participation, progression and attainment through outstanding teaching and learning.

- We will maintain 92% “Good” or better teaching.

7. We will increase the flexibility of provision by developing “flipped” classroom learning and delivering at least 10% of classroom based learning online.

8. Promote equality and diversity and address differences in achievement across groups of learners to ensure all our learners achieve their goals and qualifications.

9. Support our staff through professional development and training to ensure success for all our learners. All staff will be qualified teachers and undertake a minimum of 3 days Continuous Professional Development (CPD) each year, related to quality improvement.

10. Seek the views of all our key stakeholders (employers, parents/carers, learners, and the wider community) through annual surveys and focus groups and achieve satisfaction ratings of >90%.

The Effectiveness we will achieve

11. Growth of 16-18 recruitment

Develop our curriculum and grow our 16-18 learner numbers by 150 per annum on Study Programmes, Traineeships and Apprenticeships. This will mean intensifying our marketing to young people and their parents, engaging much more actively with Enfield and Haringey secondary schools and developing new courses to reflect the changing labour market and reforms to key qualifications.

12. Diversify Our Offer

We will develop a wider range of income opportunities to reduce our dependence on annual funding allocations. This will mean developing a more commercial approach generally and in particular the active promotion of adult courses funded by loans. We will also be looking for significant increases in higher education provision, international work, European funded projects and full cost training.

13. Growth in Apprenticeships

We will increase the number of apprenticeships we deliver directly as a college to >1000 starts per annum. This will involve greatly strengthening our engagement with employers, increasing our delivery team and ensuring a higher proportion of our full time students progress on to apprenticeships.

14. Embed equality and diversity in what we do, to meet our equality and diversity targets and exceed statutory requirements.

15. Ensure financial strength and stability are maintained, making the cuts and investments necessary to allow the College to develop, and managing the College's resources sustainably for its long term reputation:

- Achieve a balanced annual budget over the period.
- Maintain "Good" financial health, as defined by the Skills Funding Agency.

16. Provide excellent, safe, sustainable and inclusive environments for all learners and staff to achieve their full potential.

17. Seek to further develop the Tottenham Centre to provide more high quality learning environments, enhance the attractiveness of the College to prospective students, partners and employers and provide it with a vibrant social "heart".

18. Develop a culture of performance where all staff are able to participate fully in meeting the College's business objectives.

19. The detailed annual targets through which we will achieve our business objectives are outlined in the Quality Improvement Plan.

20. Provide information, advice and guidance (IAG) that ensures our customers are well informed to ensure they make good decisions in progressing toward their career and progression aspirations.



4. Our provision for vocational and employment skills

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

14 to 16 year olds

Target: Grow 14-16 Key Stage 4 provision from 150 to 200 learners per annum

- 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.
- 4.3 We will continue to develop specialist alternative full time and part time 14-16 provision for North London Boroughs. We will develop provisions in conjunction with Local Authority and Schools in order to meet the needs of their learners.
- 4.4 We will progress ambitious plans to interact with all Schools and Local Authorities in Enfield, Haringey, Waltham Forest and Hackney in developing customised provision at the College.
- 4.5 We will provide vocational courses at all levels in response to School or Local Authority needs.
- 4.6 We will ensure learners achieve GCSE English and maths to ensure positive progression and destinations.

16 to 18 year olds

Target: Grow 16-18 full time learner numbers by 150 per annum

- 4.7 We will widen the curriculum to include significant Science, Technology, Engineering and maths (STEM) initiatives. We will upgrade, improve and develop facilities at both the Enfield and Tottenham Centres to realise this goal.
- 4.8 We will further develop the Sports Academy provisions at the Enfield Centre to provide outstanding sports opportunities and facilities. The facilities will be upgraded to include a 3G playing surface and operate as a commercial social enterprise for sports in the community.

- 4.9 We will significantly develop our promotion of Apprenticeships, Traineeships, vocational opportunities, HE progression and progression to employment to Schools, Local Authorities, Job Centre Plus, parents and other stakeholders to maximise brand awareness and advice and guidance to learners.
- 4.10 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. Through our partnership with Ambitious About Autism, which aims to develop co-located specialist provision at our Tottenham Centre, we will have a particular focus on those with autism.
- 4.11 We will improve the Value Added of Level 3 programmes to maximize progression options for learners who wish to go to university and support those aspiring to Russell Group Universities.
- 4.12 We will further develop study programmes to ensure all learners have access to vocationally relevant and valuable work experience during their programmes.

English and Mathematics

Target: Raise qualification outcomes for all levels to over 75%

- 4.13 We will increase GCSE attainment of high grades to above National benchmarks for all ages. To achieve this we will significantly increase resources for 16-18 learner retake programmes.
- 4.14 We will develop the staff skills base over 3 years to embed highly skilled specialists within curriculum areas.
- 4.15 We will widen the use of e-learning technology to support learners' progress in maths and English and to further individualise their learning programmes.

Unemployed people

Target: Maintain classroom and employer based adult skills training (under SFA) at £2M+

- 4.16 We will provide Pre-apprenticeships, Traineeships, Work Experience and Supported Internships within our course offer for young people and adults entering or re-entering the labour market.
- 4.17 We will address basic skills needs such as ESOL, English, maths, ICT and Communication, and foster personal and social development to support people back into work.
- 4.18 We will provide vocational skills programmes that have clear pathways to work and to currently available job vacancies.

- 4.19 We will continue to develop our partnership work with Jobcentre Plus in order to maintain our work with people who are unemployed.
- 4.20 We will contribute to the work of local authorities to increase employment and training opportunities through initiatives available via European Social Fund (ESF) or other funding initiatives.

Adult Classroom Based Education

Target: Maintain classroom based adult skills training (under SFA) at £2M+ and loans income at >75% of SFA funding values, where they are replaced by loans

- 4.21 We will embrace the student loans based education strategy for 24+ and potentially 19+ learners. We will ensure provision is first choice for learners in that it is high quality and value for money [and to pay the full cost toward]. We will market provision widely to raise awareness of the opportunities that loans [income] offers in order to ensure that adults continue to access the opportunities we offer. In this way we will aim to sustain local take up of adult skills training despite any reductions in government funding.
- 4.22 We will ensure our provision has excellent progression rates to employment, HE and further training and benchmark ourselves against other providers in this respect. We will maintain >45% progression rates to employment.
- 4.23 We will increase the flexibility of provision by developing flipped classroom learning and at least 10% of classroom learning online.
- 4.24 We will further develop Access provision to offer compressed programmes for Access to Higher Education (HE).

Higher Education

Target: Increase the delivery of HE programmes by 3 per annum

- 4.25 We will strengthen our links with our university partners including: Middlesex University, Birkbeck, University of London, Canterbury Christ Church University and University of East London to offer a wider selection of HE provision at the College.
- 4.26 We will increase our commitment to delivering higher level skills and will build on our Higher National Certificate/Diploma (HNC/D) courses. We will develop and deliver 3 new programmes per annum.
- 4.27 We will explore and develop the idea of an all age Teachers College for North London, located at the Tottenham Centre. This will provide teacher training for early years, primary, secondary and FE along with specialisms.
- 4.28 We will ensure the quality of our Higher Education provision is of the highest standards and compliant with the expectations of the Higher Education

Review guidelines.

Apprenticeships

Target: Increase the delivery to over 1000 new starts each year

- 4.29 We will significantly expand our Apprenticeship provision in the College with each vocational area increasing to over 250 learners in training.
- 4.30 We will further develop our Apprenticeship Training Agency (ATA) and widen partnerships with employers to secure Apprenticeships and develop Pre-apprenticeship progression models for young people to ensure they have the skills to progress into the Apprenticeships.
- 4.31 We will develop Higher Apprenticeships in areas of demand and work with employers to raise aspiration and demand for higher level skills and qualifications of their staff.
- 4.32 We will create an Apprenticeship quality management, sales and delivery team to ensure the College is prepared for the anticipated changes to Apprenticeship funding and for the significant expansion planned by the government to 2020.
- 4.33 We will expand the range of sectors that are offered by the College in response to new opportunities offered by the new Apprenticeship frameworks.

Employers

Target: We will maintain employer satisfaction feedback survey result at over 90%

- 4.34 We will ensure active involvement of employers in all our areas of vocational specialisms by 2016.
- 4.35 We will provide bespoke provision to meet employers' staff training needs and assist in filling vacancies using a flexible approach of a mix of grant funding and full cost elements in designing programmes.
- 4.36 We will seek out funding initiatives via ESF and other grant opportunities that increase employment and training opportunities through initiatives aimed at building capacity and skills.
- 4.37 We will help to increase, regenerate, 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.
- 4.38 We will seek work experience opportunities and business mentors from 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.

- 4.39 We will develop an onsite business hub at the Tottenham Centre by 2016 which will expose our learners to self-employment, enterprise and business opportunities and also act as a business incubator for local people who are seeking to develop themselves and their business ideas. We will seek a suitable partner to develop this project.

Traineeships

Target: We grow the numbers of learners taking part in traineeships by 50% per annum

- 4.40 We will continue to develop Traineeship programmes to give young people opportunities to gain valuable work experience while improving their employability skills.
- 4.41 We will grow the number of 16-24 years olds taking part by 50% per year while maintaining 90% progression rates to Apprenticeships, employment or further training.
- 4.42 We will develop Traineeships within all of our vocational programme areas by 2017.

Sectors

- 4.43 As a vocational skills College, we will provide appropriate courses at entry, technician, higher technical and managerial levels, as well as Apprenticeships, Higher Apprenticeships, HNC, HND, Access to Higher Education and degree programmes which support key local economic sectors and in line with London Enterprise Partnership wider priorities.
- 4.44 Our provision will focus on:
- Health, Public Services and Care, in particular the nursing, caring professions and early years.
 - Science, Technology, Engineering and Mathematics (STEM), in particular vocational provision and key qualifications in maths that enhance employability and progression to Higher Education.
 - Business improvement and lean manufacturing.
 - Construction and the Built Environment, in particular entry, apprenticeships and higher technician skills for building and building services sectors to support the construction industry in London. Green technologies, such as, recycling, energy, retro-fit and emerging technologies.
 - 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 organization, warehousing and operations.
- Leisure, Travel and Tourism, Hospitality in particular sport and fitness.
- Arts, Media and Publishing, in particular the creative industries, for example Digital Media and Animation with progression to higher study.
- Education and Training, in particular the training of teachers of Primary, Secondary and further education.
- Preparation for Life and Work, in particular English for Speakers of Other Languages ESOL.
- ESOL, GCSE English and mathematics and employability skills.
- Business, in particular accounting and finance apprenticeships, business administration apprenticeships, sales and customer care, marketing and digital marketing.

Partnerships

4.45 We will need to work with others to achieve our business objectives and we will:

- Contribute to shaping the area regeneration plans through leading on educational delivery within those plans for North London and its associated local authorities.
- Work closely with Job Centre Plus and its contractors in tackling unemployment.
- Support the initiatives of the Greater London Authority (GLA) and London Stansted Cambridge Consortium covering the wider area of Enfield and Tottenham.
- Support the work of the new London Enterprise Partnership, and promote enterprise, innovation and the acquisition of skills for sustained employment

4.46 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.

4.47 We will work with commercial partners and sponsors to develop attractive additional options for learners that improve their employment prospects, develop their personal and social skills and improve their mental and physical health. In particular, Sports Academy Coaching delivery partners, Give Tottenham a Chance (GTaC), The Princes Trust, Leadership Through Sport and Business, John Frieda Salons and London Youth Support Trust (LYST).

4.48 We will work with local schools, UTCs and other educational providers to raise attainment and outcomes for young people and their families and to develop a skilled workforce in the education sector.

- 4.49 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 education provider and employer in the regeneration of the area.
- 4.50 The detailed annual targets for how we will deliver our provision are outlined in the Quality Improvement Plan.

Financial Health

Target: We will maintain “Good” financial health, as defined by the Skills Funding Agency

- 4.51 We will prepare and endeavour to achieve a balanced annual budget by innovative planning in order to allow the College to develop in the difficult grant funding environment we expect over the period of this Plan.
- 4.52 We will bid for capital grant funding where necessary to drive forward the College’s Property Strategy, but always subject to considerations of affordability.
- 4.53 We will strive to maintain a financial health of “Good”, as defined by the Skills Funding Agency, which is based on achieving defined levels of profitability, solvency and borrowing.

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