

Education, Enterprise & Employability for Life

Westminster Kingsway College Strategic Plan 2011-14

Key Purpose

**Education, Enterprise
& Employability for Life**



Westminster Kingsway
central London's **College**

Our Clients & the Curriculum

Young People

Providing young people with the skills and qualifications which give pathways to employment or further study

By the end of the plan we will have:

- Worked with local authority and other partners to establish a coherent programme for 14 and 15 year olds
- Increased the number of 16-18 year olds in full-time study by at least 100, focussing particularly on Camden residents
- Doubled the number of 16-18 year olds studying on Apprenticeship programmes
- Embedded employability and enterprise as part of enrichment in to all programmes to increase the students' opportunities for progression
- Established long course Success Rates in the top decile for similar London colleges



Adults

Providing workless and low-skilled adults with pathways to sustainable employment and career development

By the end of the plan we will have:

- Diversified our English for Speakers of Other Languages and Basic Skills offer to provide a range of affordable programmes with flexible routes for study and delivery methods whilst maintaining current income levels
- Established a portfolio of employability programmes including those developed through enhanced partnerships with Job Centre-plus and Work Programme providers.
- Established a new programme of Continuous Professional Development opportunities for those working in central London
- Established a programme for International Students providing income of at least £1million per annum
- Reformed and expanded Higher Education and Access pathways to make them affordable and flexible for those who live and work locally



Employers

Providing employers with affordable training enabling them to thrive in the London economy

By the end of the plan we will have:

- Established an agile organisational model capable of responding to need and demand from employers and their representative bodies
- Doubled the number of 19+ apprentices whilst seizing opportunities to extend our Apprenticeship offer into further niche areas
- Tripled the turnover made through commercial training and other activities
- Increased the amount of repeat business achieved and become the preferred training partner for 5 major employers
- Become the recognised regional lead for training in creative industries, retail and facilities management



Hospitality Sector

Providing the Hospitality sector with an expanded offer of the highest quality training tailored to industry needs

By the end of the plan we will have:

- Embedded our reputation as the pre-eminent provider of training and trained employees for the Hospitality sector
- Widened our footprint across the Hospitality sector, for example other hotel roles, events & food retail
- Established affordable training packages to meet market need whilst maintaining a reputation for high quality
- Tripled the turnover made through commercial training and other activities
- Extended commercial operations to enhance students' experience and subsidise training



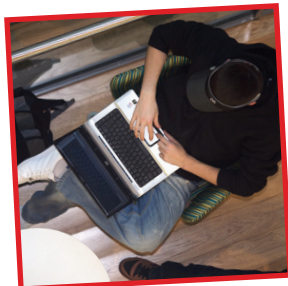
Enablers

Culture & Organisation

A big, confident and great place to work in which what motivates staff is aligned with the objectives of the college

By the end of the plan we will have:

- An organisation which is confident, self-assured and reflective
- Staff embracing a culture that develops, enables and rewards excellence and promotes innovation
- High performing teams running under a clear scheme of standards and delegation which enables all staff to become experts in meeting the needs of their clients
- Job roles and underpinning contracts that reflect the patterns of delivery demanded by clients
- An organisational structure which provides the means to develop new business opportunities without risk to the core offer



Performance

A reputation based on the success of our students, excellence in the quality of teaching, innovation in delivery and commitment to partnership

By the end of the plan we will have:

- Improved Success Rates in each key category in each year and all rates 5% above national General Further Education benchmarks with the aim of being judged Outstanding at its next inspection
- Improved performance in each of the published criteria in relation to learner satisfaction and job outcomes in each year
- Established a system for monitoring and managing teaching and learning performance and shown annual improvement
- Met funding targets and achieved challenging income targets in each year
- Increased the proportion of clients on core provision and resident in local boroughs by 10%



Corporate Core

Efficient corporate services and governance allowing resources to be focused on the delivery of services to clients

By the end of the plan we will have:

- Implemented a plan to provide business services in the most efficient way, either independently or in partnership with others
- Consolidated and improved the estate in line with curriculum needs
- A record of successful business decisions based on excellent market and financial intelligence
- Established business opportunities through networking and partnering with public and private sector organisations
- Developed systems which minimise bureaucracy and regulation

