



# LEYTON SIXTH FORM COLLEGE

## 20:20 VISION

### STRATEGIC PLAN 2018-2020

#### *Our mission*

“Working within a safe, welcoming and stimulating environment, which embraces diversity and promotes respect, we help students fulfil their academic potential and become thinking, questioning and caring members of society.”

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## Introduction

**Leyton Sixth Form College is a diverse, inclusive and ambitious community in which each person is valued and encouraged to achieve. Determined to realise its potential to be an outstanding institution where students and staff are united in their enthusiasm for learning, the college is committed to providing a high quality, stimulating educational experience for young people. Whatever their future aspirations, we aim to nurture our students' potential and to challenge them to develop personally, academically, and creatively.**

## Fundamental Principles

Designed to combine both flexibility and specificity, the strategic plan offers a framework for forward thinking to assist us in making proactive decisions about our

future, to enable us to review our progress towards meeting our priorities and to ensure accountability through evaluation.

Our plan recognises the need to preserve the core but also to bring about positive change to ensure the college can meet the challenges of the evolving landscape in post 16 education today. We will continue to engage in quality improvements that have a demonstrable impact; we will build on collaborative partnerships locally; we will play a more active and prominent role in the community and we will provide stimulating and challenging learning experiences both inside and outside the classroom. This plan articulates to all our stakeholders both our aspirations and our collective commitment to realising them. At the heart of all of our plans for the future is a double-edged overriding imperative: the wellbeing and continuing success of our students secured through the professional development and care of our staff.

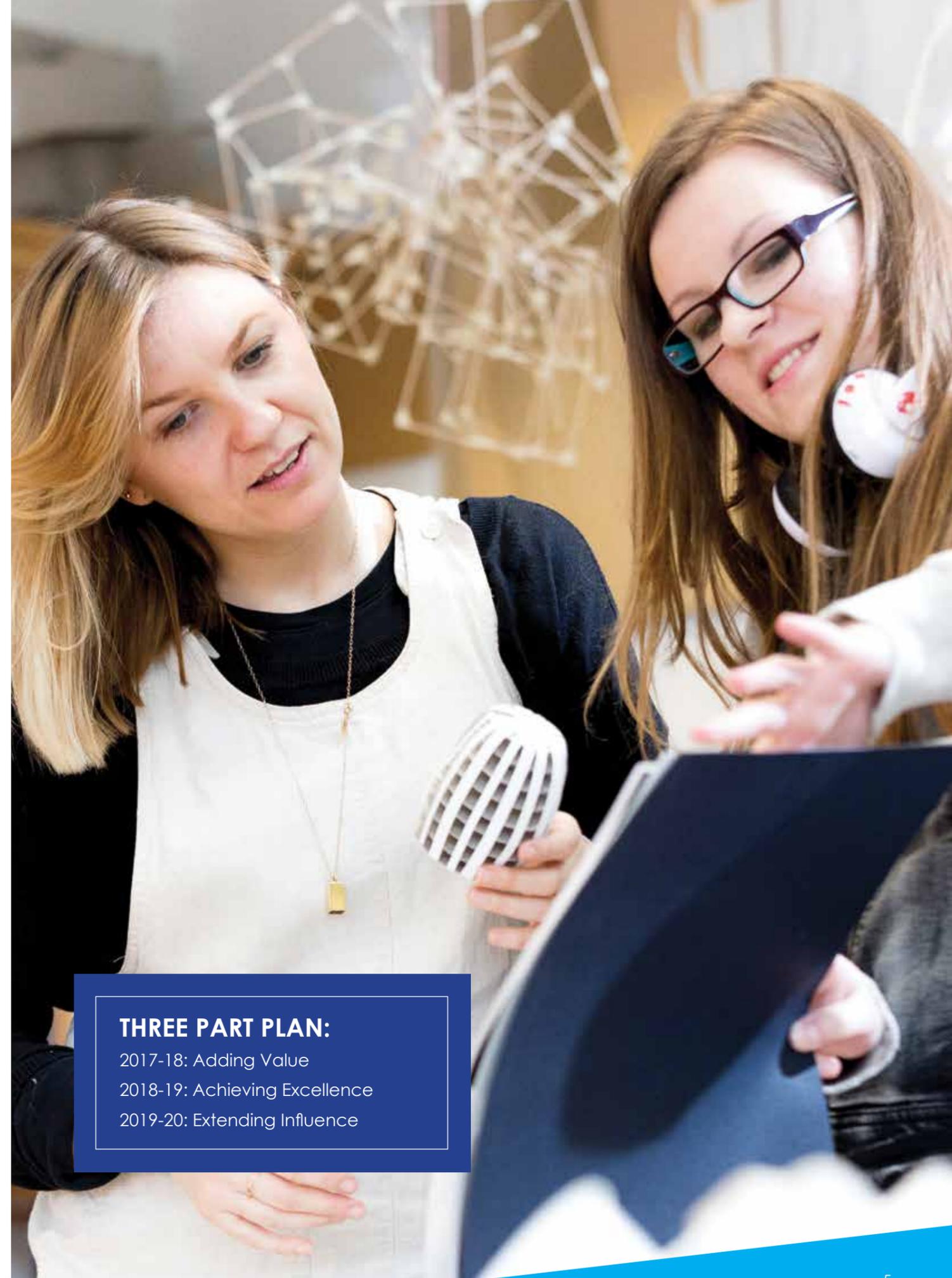
# OVERVIEW OF STRATEGIC PRIORITIES

Our strategic priorities seek to realise all elements of the Mission Statement, thereby enabling students to achieve, make progress and to develop as independent thinkers and productive contributors to society. Our priorities will help us to achieve our ambition to become a provider of outstanding education whilst strengthening collaborative partnerships, promoting and serving the local community and ensuring the on-going financial stability of the college. They also take into account developments within the local and national context, including:

- The possibility of merger with another local sixth form college
- The changing status of Sixth Form Colleges and the shrinking of this sector as a result of the increasing number of academy conversions
- A potential MAT comprising of schools in the south of the borough
- The existing financial pressures resulting from funding cuts and increases to staff costs from higher NI and pension contributions plus the likelihood of public sector pay increases with the removal of the 1% cap
- Increased competition in the immediate vicinity and in neighbouring boroughs
- The ongoing challenges of securing high quality staff recruitment
- Curriculum and qualification reform
- A new Common Inspection Framework due to be introduced in 2019

The seven strategic priorities, as outlined below, therefore both reflect our values and acknowledge the need for us to be responsive to a rapidly (and radically) changing post-16 landscape:

1. To support and inspire students to achieve the highest levels of academic attainment and personal development and to equip them with the confidence to embrace their future
2. To provide the highest possible quality of learning within a safe and stimulating environment
3. To embed a culture of collective accountability and ongoing quality improvement, leading to higher outcomes and an enhanced reputation
4. To ensure that we have a distinct and coherent identity that sets us apart from other sixth form education providers and that our reputation, bolstered by strong student outcomes, helps to secure healthy enrolment figures despite increased competition
5. To pursue an ethos of continuing professional development in order to maintain the highest standards
6. To promote creative solutions to efficient and effective management of resources in a challenging financial environment
7. To ensure that we play an integral role in the life of the local community and to build and maintain collaborative partnerships with other organisations, securing the continuing future of the college



## THREE PART PLAN:

- 2017-18: Adding Value
- 2018-19: Achieving Excellence
- 2019-20: Extending Influence

# STRATEGIC PRIORITY ONE:

## To support and inspire students to achieve the highest levels of academic attainment and personal development and to equip them with the confidence to embrace their future

### Context:

The college specialises in the provision of Level 3 study programmes for full-time 16-19 year olds of which there were 2303 as of October 2017. The college also caters for a small and varying number of high needs students. The profile of the college's student body and the local context is distinct from that of many other Sixth Form Colleges. The prior attainment of students is lower than the sector average, placing our students in the bottom 30% of students taking Level 3 courses, whilst the percentages of those in receipt of free school meals and those needing to retake GCSE Maths and English are both considerably higher. The student body is ethnically diverse, the predominant groups being of African, Pakistani and Bangladeshi heritage. The college is also characterised by considerable linguistic diversity with over 50 languages spoken.

Study programmes at the college are designed to be flexible and responsive to individual needs, progression aims and capabilities. There are currently 40 subjects available, including a variety of full-time vocational programmes and a wide range of A Level courses (although there will be some shrinkage going forward as a result of qualification reform). The College has a smaller, but not insignificant, level 2 curriculum offer and also caters for Entry Level, Level 1 and ESOL students.

The college has been judged 'good' by Ofsted in 3 successive inspections and against 3 different CIFs. Whilst we are proud of this strong and consistent track record, we see this as a foundation upon which to build further improvements. In an increasingly competitive market, we aim to ensure that we continue to extend the college's strong academic record through the provision of a high quality, excellent educational experience for students.

### What we will do:

- 1.1 Ensure provision of a flexible curriculum offer to allow us to be responsive to national curriculum reforms and to meet the needs and aspirations of all our students
- 1.2 Pro-actively prepare for the introduction of T Levels and diversify the type of vocational courses that we offer
- 1.3 Develop a comprehensive approach to providing challenge for all students to further their ambitions and extend distance travelled from their starting point
- 1.4 Continue to increase student participation in a wide and diverse enrichment and extension programme, with academic options to support student development
- 1.5 Ensure that we regularly review curriculum materials, teaching and learning practices and Schemes of Learning in order to be responsive to the reformed GCSE qualifications and to best prepare students for the new linear A Levels
- 1.6 Create further opportunities to promote and extend literacy – recognising that this is critical to academic success
- 1.7 Ensure that our students have the study skills to enable them to reach their full potential on the courses that they are enrolled to and to meet the needs of their chosen progression destination





## STRATEGIC PRIORITY TWO:

### To provide the highest possible quality of learning within a safe and stimulating environment

#### Context:

We are committed to providing the highest quality learning environment, a commitment demonstrated by monitoring, reviewing and continuously improving the quality of our teaching; by being responsive and accountable to our students, parents and carers, the local community, local schools and government agencies; by developing and maintaining a college culture which is self-critical, honest and transparent; and by ensuring that all students are supported to reach their full potential regardless of gender, ethnicity or if they share a protected characteristic. Advancing equality of opportunity is at the core of the college mission statement and its ethos permeates the college values.

College leaders strive to ensure the health, well-being and safety of students and members of staff. We recognise that health and safety in a learning and working environment is the responsibility of every individual associated with the college.

#### What we will do:

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| <b>2.1</b> Attain high levels of achievement in both value-added and absolute terms, in comparison with sector averages                                | <b>2.5</b> Continue to ensure that equality and diversity is fully embedded across all functions within college, celebrating the value and worth of each individual and culture within the college community |
| <b>2.2</b> Reduce gaps in student outcomes between subjects and groups of students   | <b>2.6</b> Develop a comprehensive Business Continuity Plan and 'invacuation' procedure  |
| <b>2.3</b> Continue to develop a comprehensive tracking, monitoring and intervention system to identify and support students at risk of underachieving | <b>2.7</b> Establish a more comprehensive initial teacher training programme with a view to becoming a 'Teaching School'   |
| <b>2.4</b> Develop a comprehensive liaison offer by engaging more fully with schools both inside and outside the borough                               |  |

## STRATEGIC PRIORITY THREE:

To embed a culture of ongoing quality improvement, leading to improved outcomes and an enhanced reputation

### Context:

As the curriculum (both academic and vocational) undergoes a major overhaul nationally, the pressure to maintain quality across all subjects and classes becomes ever greater. We will continue to develop and promote a culture of on-going quality improvement and we will shift the emphasis from process to impact to ensure we maintain and improve our standards of excellence.

### What we will do:

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| <b>3.1</b> Ensure a shift from an emphasis on process to impact in all aspects of the quality cycle                                 | <b>3.4</b> Introduce regular quality boards, external scrutiny and peer assessment to robustly review progress in-year                                |
| <b>3.2</b> Develop a self-assessment culture predicated upon a commitment to collective accountability                              | <b>3.5</b> Develop a more rigorous system in order to close the loop between intervention, monitoring and re-evaluation in tackling under performance |
| <b>3.3</b> Use data systematically in order to target intervention, anticipate trends in performance and minimise under achievement |   |



## STRATEGIC PRIORITY FOUR:

To ensure that we have a distinct and coherent identity that sets us apart from other sixth form education providers and that our reputation, bolstered by strong student outcomes, helps to secure healthy enrolment figures despite increased competition

### Context:

The increase in the number of sixth form providers within the area makes it even more vital that we continue to elevate and promote the reputation of the college and that we establish a coherent and compelling identity that is at once both inclusive and aspirational. We will ensure that marketing remains comprehensive and of a high standard, that the profile of the college is raised through the coverage of significant achievements and events and that our liaison work is targeted and effective. In addition, we regard it as an imperative that the Leyton Sixth Form College brand is substantiated by strong outcomes.

### What we will do:

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| <b>4.1</b> Build and promote the Leyton Sixth Form brand as the lead provider of: <ul style="list-style-type: none"><li>• An aspirational and stimulating academic curriculum which encompasses A levels from a variety of disciplines and enables students to progress to prestigious universities</li><li>• A wide range of high quality vocational programmes underpinned by substantial work placement and partnership arrangements with renowned employers</li><li>• A centre of excellence for the arts and culture with strong connections to a range of arts organisations and creative industries within the region</li></ul> | <ul style="list-style-type: none"><li>• A diverse enrichment and extension offer which supports the development of each student as an individual</li></ul> <b>4.2</b> Nurture links with local schools through attendance at events and through our extended liaison programme of 'off the shelf' and bespoke activities |
|  | <b>4.3</b> Increase pre-16 curriculum initiatives, including gifted and talented events  |
|  | <b>4.4</b> Target our marketing, effectively communicating the college's mission, values and successes   |

## STRATEGIC PRIORITY FIVE:

### To pursue an ethos of continuing professional development in order to maintain the highest standards

#### Context:

We recognise that our most valuable resource is our staff and that at a time of teacher under recruitment nationally, it is essential that we continue to attract (and retain) high quality staff. Furthermore, as an educational provider with a strong learning culture, the college has a particular responsibility to support and develop its staff. We are therefore committed to providing a range of opportunities in order to enable staff to build their professional capital; to promote the strategic aims of the college and fulfil its mission; to contribute to the college's strategy for quality improvement; and to develop excellence in all college activities.

The rapid pace of curriculum changes and an ever restrictive financial climate present challenges within this context. Nonetheless we will continue to invest in high quality training opportunities to ensure we sustain strong levels of professional capital amongst our staff. We will make full use of our own expertise through in-house CPD, professional learning communities, QIPs and collaborative training whilst also drawing on the wider expertise available through our membership of the London Sixth Form Partnership.

#### What we will do:

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| <b>5.1</b> Continue to build the leadership capabilities and behaviours of SLT and managers recognising that they have a key role in developing their staff | <b>5.5</b> Extend collaboration through the use of professional learning communities and action research  |
| <b>5.2</b> Take full benefit of the opportunities provided through the LSF Partnership and broaden engagement   | <b>5.6</b> Review and reinvigorate QIPs to ensure that they provide meaningful and substantial personal development opportunities and self-reflection |
| <b>5.3</b> Facilitate different forums to allow for the effective sharing of good practice in teaching, learning and assessment                             | <b>5.7</b> Continue to support staff to undertake postgraduate study and other professional qualifications  |
| <b>5.4</b> Develop a comprehensive support programme for the improvement of any practice identified as less effective                                       | <b>5.8</b> Build our capacity as a Teaching School so that we can develop excellent teachers for the future   |

## STRATEGIC PRIORITY SIX:

### To promote creative solutions to efficient and effective management of resources in a challenging financial environment

#### Context:

Funding cuts of close to £1.75 million and increased staffing costs as a result of NI and pension contribution increases have had an impact on the college's capacity to maintain an operating surplus. Nonetheless, the recent area review has confirmed the college's on-going financial viability and sound financial plans are in place to avoid a deficit budget over the next three years, through a combination of income diversification and efficiency savings.

#### What we will do:

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| <b>6.1</b> Maintain a student population that is financially sustainable and that meets the needs of our stakeholders                 | <b>6.4</b> Be alert to opportunities for shared services and further efficiency savings (particularly with regards to staffing) in order to reduce operating costs |
| <b>6.2</b> Continue to explore alternative funding streams to reduce reliance on EFA funding, in particular apprenticeships           | <b>6.5</b> Keep an open mind regarding the conversion to academy status  |
| <b>6.3</b> Protect our core business by delivering strong outcomes and building a coherent, widely recognised and well regarded brand |  |



## STRATEGIC PRIORITY SEVEN:

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**To ensure that college plays an integral role in the life of the local community and to build and maintain collaborative partnerships with other organisations, securing the continuing future of the college**

### Context:

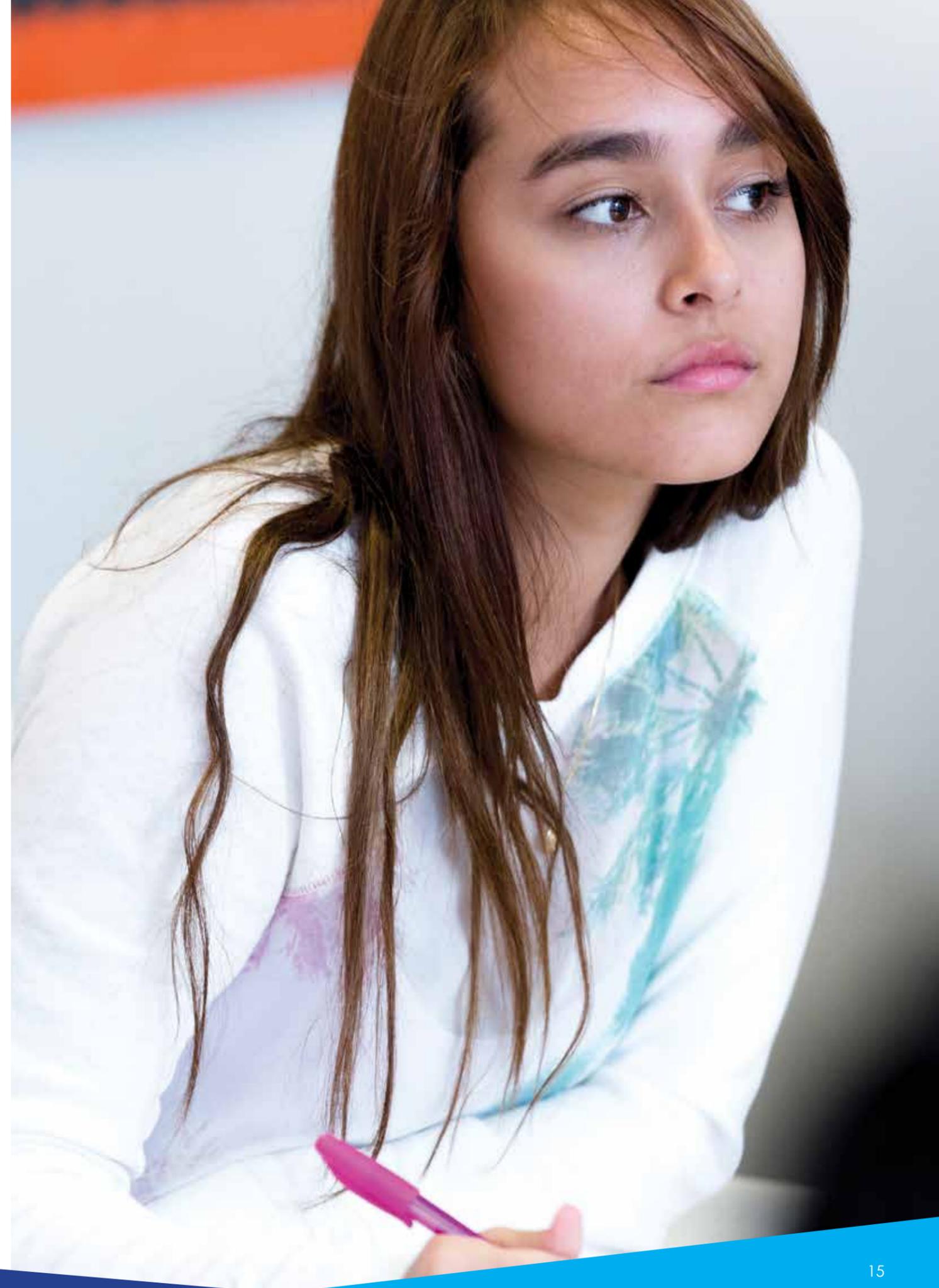
We believe our role within the community is fundamental to raising aspirations. We contribute to our local community through our engagement in a range of local partnerships and collaborative ventures and by encouraging our students to become active citizens. We contribute to the local economy as an employer and it is our aim to remain an efficient, effective and sustainable college. We believe that collaboration will provide the best educational opportunities across all phases of education within our community.

Our collaborative efforts will focus on raising aspirations, supporting progression and ensuring continuous improvements in the quality of the educational provision within the borough. The current political context may lead to the marginalisation of the sixth form college sector; therefore, it is increasingly important to preserve the future of Leyton Sixth Form College through active engagement in partnership working with other institutions and individuals who can help promote the strength and value of the kind of education we espouse.

### What we will do:

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| 7.1 Develop a range of partnership strategies, enabling the college to maintain and enhance its reputation and influence locally and regionally | 7.5 Contribute fully to the recently established London Sixth Form Partnership, seeking to support its development into a community of like-minded institutions striving for excellence in teaching, learning and professional staff development |
| 7.2 Work more closely with local businesses to promote mutually beneficial strategic aims   | 7.6 Explore the potential opportunities/threats posed by local schools becoming members of a multi-academy trust   |
| 7.3 Nurture links with local community organisations through attendance at events and through hosting activities on the college campus          | 7.7 Consider a proactive response to potential proposals of merger/formal federation with another local college  |
| 7.4 Strategically use our membership of Citizens UK to further our presence in the local community  |  |





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