



Godalming
College

SELF-ASSESSMENT REPORT

2015-2016

A unique and individual education

KEY FACTS ABOUT THE COLLEGE 2014-15

- Numbers of 16-19 ftes were 1950
- These come from over 80 different schools with 35% of students coming from four 11-16 feeder schools
- There are 28 subject departments for 14-19 education organised into two faculties: Arts and Sciences, and Humanities and Social Sciences
- Overall College income from all sources excluding capital grant was c. £9 million
- In May 2008 the College was inspected by Ofsted and was judged 'Outstanding' in all graded areas and judged as 'Outstanding' overall
- It is a member of the Waverley Federation with five main partner 11-16 schools
- It is a member of the S7 sixth form college consortium
- Since April 2010 we have been part of an independent sixth form college sector
- Real terms cuts in funding 2011-17 will be in the order of 31% (11% enrichment cash cut plus a funding methodology cut coming into force in 2016-17 plus inflation and rises in national insurance and pensions payments)

SUMMARY OF SELF-ASSESSMENT PROCESSES

- All subject areas produce self-assessment reports based on clear procedures
- Various cross-college areas also produce SARs
- The subject SARs are all discussed and graded at a College Validation Board which includes senior staff, governors, external observers, cross-college areas are not graded
- The College Self-assessment Report is a distillation of these reports plus evidence from other sources
- The College Self-assessment Report focuses on the final review of the previous year's College Development Plan and the new Development Plan
- The College SAR is considered and endorsed by SMT, the College Committee and the Corporation and its committees
- The College Development Plan is reviewed three times in the self-assessment year by SMT, the College Committee and the Corporation and its committees

EVIDENCE BASE

- College Development Plan 2014-15 with reviews
- The College 'Slim-line' Strategic Plan 2012-15
- 28 subject SARs
- 13 cross-college SARs including Faculty SARs and the Governance SAR
- Raw results data
- Value added data produced by DfE, ALPS
- Success rates and other data on ProAchieve
- MIS data in general
- External audit reports and Total Systems Review report
- Previous years Risk Registers
- Overall College Student Satisfaction Survey
- Subject satisfaction surveys
- Staff satisfaction surveys
- Subject IQR reports
- Staff development records
- Staff Professional Review records
- General College records including minutes of meetings

OVER-ARCHING STRATEGIC AIMS 2015 – 2018

1. **RESULTS** To be a successful modern learning community which achieves outstanding levels of performance based on excellent scholarship and innovation in teaching and learning
2. **ROUNDED EDUCATION** To provide an all-round education which enables students to develop as independent, confident and well-informed young adults capable of contributing to and questioning the world around them
3. **RELATIONSHIPS** To play an active role in our local communities including working in partnerships with schools, colleges, universities, businesses and other local organizations
4. **RESOURCES** To provide an exciting and stimulating social and educational environment with attractive, modern facilities and resources and excellent ILT provision
5. **RESILIENCE** To be an efficient, fair and intelligently managed organization which supports and values its staff and functions on a sound business basis in a challenging and competitive 16-19 market

GRADES FOR COLLEGE IN 2014-15 IN FIVE OFSTED AREAS

Overall effectiveness = **1**
Outcomes for learners = **1**
Quality of teaching, learning and assessment = **1**
Personal Development, Behaviour and Welfare = **1**
Leadership and management = **1**

SUMMARY OF KEY STRENGTHS AND AREAS FOR DEVELOPMENT 2014-15

STRENGTHS

1. College numbers grew for the 14th year in a row increasing from 1950 ftes in 2014-15 to c.2001 ftes in 2015-16
2. Improvements in pass rate at A level from 99.4 % in 2013-14 to 99.7 % in 2014-15 and in A*-B grade rate from 60.4 % to 61.8 %
3. Despite changes in assessment requirements the BTEC Level 3 Distinction Merit rate remained high at 84.4 %
4. ALPS value-added improved at full A level from grade 5 to 4 which is 'very good'
5. The positive value-added L3VA score for Academic Qualifications for 2015 at 0.21 as calculated by the DfE shows a sharp rise from 0.11 in 2014 and will probably place the College in the top 10 % of non-selective sixth form providers in the country for value-added
6. Re-taken Maths GCSE A*-C grades improved from 43.6 % in 2013-14 to 53.3 % in 2014-15 and re-taken English GCSE A*-C grades improved from 61.5 % to 86.3 %
7. Overall aggregated level 2 A*-C grade rates or pass rates at BTEC and other courses remained high at 77.7 %
8. AS level high grade A-B rates up compared to last year by 0.5 %
9. Under the old success rates measure A2, AS, level 3 final year BTEC and GCSE success rates are all better than sixth form college benchmarks
10. Substantial progress made on building new £2.5 million English and MFL teaching block and installation of two new sports pitches on newly acquired land
11. Continuing high levels of student satisfaction at 95.4 % with high levels of staff satisfaction at 92.1 %
12. College finances continue to be graded 'outstanding' on the basis of the final accounts for 2014-15

WEAKNESSES

1. A2 retention only matches sixth form college benchmark
2. In value-added both AS level and BTEC ALPS grades move down by 1 ALPS grade
3. AS level pass rate in final year of fully modular A levels moves down by 2% from the previous year
4. For BTEC success rates, retention, and high grades down on previous years mainly due to the new assessment framework
5. Cuts in funding continue to place pressure on the college's ability to deliver high quality teaching and learning with increasing workloads for staff and rising costs of living

REVIEW OF DEVELOPMENT PLAN 2014-15

**SECTION I: ACHIEVEMENTS AND STANDARDS
HOW WELL DO LEARNERS ACHIEVE ?**

	Factor	Targets	Action	Who?	When ?	February Update	June Update	September Update
1	Student numbers 16-19	To maintain student numbers at around 1950 students for 2015-16	Sustain marketing activity and G2G events as last year; ensure College results remain very good	SMT, CEH, staff	By Oct 2015	Applications ahead of this time last year	Applications heading for a college roll of 2000 by November	Numbers 2005 by Oct 17 th , c 50 up on last year might be subject to small revision downwards
2	16-18 success rates	To achieve an overall success rate for all long courses at all ages at a minimum of 87% and a high grade success rate for long courses at 43%	High quality enrolment advice, a wide range of suitable courses, teaching and learning which engages students, support to keep students on course, addressing issues in departments with capacity to improve	SMT, staff	Aug 2015	Actions occurring – results to follow	Results to follow in August	Success rate for all long courses 85.5%; 1.4% below b'mark. High grade success rate 46.7%; 13.4% above b'mark.
3	Achievement at full A level	To maintain A level pass rate at a minimum of 99 % and the overall A*-B grade rate at 60%	Continuing emphasis on high quality teaching and learning; performance management of subject departments with floor target A*-B grade rate of 50%; further development of mid-year 'dashboard' statistics.	SMT, WJB, DoFs, STs, HoDs, Staff	Aug 2015	Currently reviewing exam entry for failure risks. Dashboard development underway.	Results to follow in August	Achieved: 99.7% pass rate with 61.8% high grades at A2 level.
4	Achievement at AS level	To improve AS level pass rates to a minimum of 92% and A-B grade rates to 46%	As above with a floor target for A-B grade rate at AS level of 40%	ditto	Aug 2015	Results to follow	Results to follow in August	Not achieved. AS pass rate 89% (matches SFC b'mark) with high grades 44.2% (5% above b'mark)
5	Achievement at BTEC level 3	To maintain BTEC pass rates at 100% and distinction/merit rates at a minimum of 80%	Ensure staff are trained to deliver Level 3 – under new assessment framework, Level 2 – under NQF; track retention on courses monthly via department dashboards	ditto	Aug 2015	Results to follow but new assessment framework means achievement of targets is at risk	Assessment framework navigated, staff training ongoing. Results to follow.	Achieved. Pass rate 100%; D*-M at 84.4%.
6	Level 2 achievement 14-18 students	To maintain the overall GCSE/BTEC pass rates (A*-C grade or equivalent) at a minimum of 75%.	Focus on improving English and Maths GCSE results whose performance dropped in 2014 from 2013; departmental action plans in place	ditto	Aug 2015	As above	Results to follow in August – D-M grades predicted to fall in BTEC due to NQF.	Overall A*-C or equivalent 77.7% with significant improvements in English and Maths

7	Value added	To maintain positive overall value-added as measured by the DfE value-added measure and with reference to the ALPs measure	As above plus reduced size of programme for learners with GCSE average score of <5.4 to assist with VA for less academic students	ditto	By Jan 2016	2013-14 L3VA – Academic Quals = 0.11, Vocational Quals = 0.29, A level = 0.15. A level slightly down on previous year but still significant. Vocational well up on previous year.	VA results to follow in August and December	Improvement at A level (ALPS 4) but AS drops from ALPS 3 to 4 and BTEC from 4 to 5. L3VA outcomes very strong: Academic Quals 0.21; A level = 0.23; AS level 0.05 – All ‘above average’. Vocational = 0.07
8	Retention	To achieve a minimum course retention rate of 93% between Autumn and the Summer term for 16-18	Ensure appropriate course choices at enrolment; motivate and supporting students in teaching and learning	SMT, WJB, DoFs, STs HoDs, Staff	Aug 2015	Overall retention currently 97% in line with previous years and 2% above this time last year.	97% as of the 1 st of May	Achieved. Course retention for all level 3 courses 93%.
9	Attendance	To achieve a minimum average attendance rate of 87% across the year	Maintain enhanced attendance monitoring procedures; continue to challenge poor attendance	Staff	Aug 2015	Whole college attendance rate 91.03% (no adjustments)	Whole college attendance rate 89.91% (no adjustments)	Achieved. Attendance for all courses 88.4%
10	Enjoyment of learning	To ensure student satisfaction rates remain at a minimum of 90% in relation to the College as a whole and in relation to individual subjects	Continue to offer an enjoyable and interesting educational and social experience for students in the context of a 95.5% satisfaction rate in 2013-14	Staff	Aug 2015	Autumn term qualitative learner voice engagement completed.	Online Student Surveys being completed now.	Achieved. Satisfaction rates 95.4% with a 40% increase in responses.

**SECTION 2: THE QUALITY OF EDUCATION AND TRAINING:
HOW EFFECTIVE ARE TEACHING, TRAINING AND LEARNING?**

	Factor	Targets	Action	Who?	When ?	February Update	June Update	September Update
11	Developing the organisation and delivery of teaching and learning	To prepare for the introduction of linear specifications for A levels in 2015-16	First year to be co-teachable – all students to sit AS exams in all subjects in May 2016; decisions made on approach for 2016-17 as more subjects become linear; Inset time provided	HoDs; WJB, DoFs	By July 2015	Departments preparing for 2015 specifications. Thoughts turning to whole college approach for 16-17 – likely to be determined by election outcome.	Linear A levels here to stay; departments at various stages of preparation. Whole staff discussion on 16-17 Curriculum during June INSET	Delivery of first phase of linear underway. Business as usual for 15-16. Introduction of 3+1 curriculum for 2016-17.

12		To monitor the success of the new <5.4 '3 element' policy for new Level 3 students	Analysis of performance and experience of students taking a lighter programme	WJB, DoFs, HoDs, depts	Sept 2015	Analysis to follow at year end.	Analysis to follow at the end of the year	Pass rate at AS level for <5.4 = 79.1%; >5.4 = 91.3%. Drop in VA for <5.4 students at AS.
13		To support the development of the Shaping Futures programme in the context of likely new tutor group delivery system	Rethinking Shaping Futures programme in the context of a 'whole education' approach; new scheme of work and materials; ensuring timetabling arrangements work for the whole curriculum including tutorial programme	CXH, WJB, DoFs, AJT	By Mar 2015	Consultation complete, Working group scheduled to meet after half term, some student groups already mobilised (elections/feminism)	Schemes of work to be finalised after INSET; DoFs approaching departments for development of materials; timetabling in progress	Achieved with SF programme in place and being delivered.
14	Sharing good practice and innovation in teaching and learning	To revamp College teaching and learning profile	Introduction of T&L Twitter feed on staff portal; explore benefits of and implement a full day T&L Inset; re-casting of T&L group into a Quality group to support IQR lesson observations, introduction of T&L workshops	WJB, DoFs, HoDs	By June 2015	T&L twitter feed on front of staff portal; Quality group established; 6 T&L workshops to date	As Feb; 12 T&L workshops to date. Quality Group re-written key quality documents.	Achieved. Profile of T&L raised in ways described.
15	ILT as a tool for learning	To assess uses and delivery of ILT in the classroom including arrangements for new English and MFL teaching block	Review use of laptops, tablets, fixed PCs in lessons and T&L and establish a strategy for future development and replacement; finalise plans for deployment of ILT in new teaching block	WJB, DoFs, HoDs	By June 2015	Preferences established – dependant on finances.	Budget/resourcing meetings ongoing.	Plans in place for provision in new teaching block.
16	Personalised and independent learning	To improve personalised learning with the introduction of the new 'learning advice' facility in CIS	Increase the amount and level of personalised learning advice which students receive and can respond to; explore linking of student review with learning advice processes;	WJB, ILT, DoFs, HoDs, staff	Sept 2015	Learning Advice conversations up and running; use to be analysed after second review period.	Conversations not used as widely as they could have been. Management INSET on performance tracking.	Aim to have a functional, centralised assessment and target tracking process linked to CIS by Sept 2016.
17		To establish a Parents Portal providing better information and access on individual student progress for parents; Revamp Parents Evening branding and centralise locations.	Password-protected access for parents to student details, student reviews, and on-line booking of parents' evening appointments; finalise programming; organise the administration; monitor impact	WJB, ILT, SMT, staff	By Dec 2014	Actions successfully completed.	As Feb with successful March Parents' Evening that included priority booking slots.	Achieved as left.

SECTION 3. PROGRAMMES AND COURSES

HOW WELL DO THE PROGRAMMES AND COURSES MEET THE NEEDS AND INTERESTS OF LEARNERS?

	Factor	Targets	Action	Who?	When ?	February Update	June Update	September Update
18	General	To explain and promote to students and parents the mixed economy of linear and modular A levels commencing in 2015-17	Updated CAS presentations, CAS curriculum advisers suitably briefed, appropriate College literature/Open Evening presentations	DPA, SMT, DoFs, HoDs, staff	On-going	CAS sessions up and running, 1313 interviews completed, 430 booked in by 10 th March,	On-going	Achieved for 15-16; similar processes needed for 2016-17.
19		To establish new Hospitality, Leisure and Tourism department on an effective basis	Establishment of team ethos; successful introduction of BTEC Travel and Tourism; improve student experience in all areas; ensure BTEC Sub-Dip Hospitality has successful outcomes at the end of first cohort	JES, BAW, WJB, HLT dept	Sept 2015	Actions ongoing – HLT department functioning well.	As Feb.	Department established and graded as 'Good' in SAR validation.
20	Main Studies	To introduce on a successful basis new assessment regimes for BTEC courses at levels 2 and 3	Monitor impact of NQF award at Level 2 on learner progress; resource and manage on-screen tests; ensure new assessment framework is applied across college;	WJB, BAW relevant staff	Sept 2015	Actions being met but concern that new assessment frameworks will impact on outcomes.	As Feb	New frameworks navigated with pass and high grades at previous levels – although success rates have fallen.
21		To review and improve Access level 2 course offer as appropriate	Discuss and decide on new course offer; ensure resources are in place to deliver by September 15; ensure all courses allow access to GCSE Maths and English; work with Maths/English to provide appropriate qualification where GCSE is unobtainable.	WJB, JES, HoDS	By March 2015	Exploring introduction of level 2 HLT course. Maths stepping stone qualifications being explored	Maths level 1 qualification embedded into GCSE. Level 2 course work experience being discussed.	Maths re-jigged to make GCSE more attainable for those <D grade. 'Access to employment' course being scoped.
22	Additional Studies	To review provision in the light of non-compulsory approach to fourth element courses in Upper Sixth	Monitor impact of non-compulsory policy; ensure breadth is still available; improvement in AS Anthropology	WJB, DoFS, SMT	Sept 2015	Review on-going. Concern over future of Anthropology.	Larger review of additional studies needed for 16-17 curriculum offer.	79% of U6 students doing an additional study. Review provision for 2016-17.
23	14-16 provision	To review 14-16 provision in the light of the re-shaping of the special options offer	Assess success of two course GCSE/BTEC First approach including Languages GCSEs and modify if necessary; review GEM programme.	WJB, DoFs, GMS HoDs, Wav Fed	By Dec 2015	Level 2 Childcare removed from offer for 15-16. Finances re-modelled and agreed. Doubt over Woolmer Hill involvement..	Numbers down on previous years, less funding for these courses.	Enrolment to Yr 10 courses down; reflects fall in demographic. Ongoing discussion with WF deputies about course provision.

SECTION 4. GUIDANCE AND SUPPORT
HOW WELL ARE LEARNERS GUIDED AND SUPPORTED?

	Factor	Targets	Action	Who?	When?	February Update	June Update	September Update
24	Student support	To restructure the delivery of tutoring and the 'Shaping Futures' programme to improve the quality of student experience	Develop ideas with proposal paper; consultation with staff, work on technical issues associated with timetabling; final action/delivery plan formulated; modification of enrolment software	CXH, WJB, ILT team, PJM, staff	Sept 2015	Consultation complete, Shaping Futures working group in place meeting after half term, discussions around timetabling progressing with PJM and JND	Schemes of work to be finalised after INSET; DoFs approaching departments for development of materials; timetabling in progress	Schemes of work in place and operational, first sessions have been successful with good response rates for GOL follow-up
25		To plan the development of the Gill building to accommodate an integrated and extended student services function	Relevant student services managers to agree new layout and deployment for Sept 2016 in Gill building	CXH, MNM staff	Sept 2015	Preliminary discussions with teams and SMT	Outline plans discussed with and agreed in principle by student services and DoF teams	Plans agreed in principle and planning underway for interim accommodation
26		To introduce 'Personal tutor' dashboard to improve effectiveness of tutoring in the College	New application to give Tutors and Senior Tutors summary information on student development and experience	CXH, JHP, NTW, STs, DoFs Tutors, ILT	By April 2015	Pilot version scheduled to be ready by February half term	Completed, ready to be launched to personal tutors in summer INSET	Completed and in use. To be evaluated in next round of SARs
27	Application, Interviews and Enrolment	To ensure students applying to the College are properly informed about changes to learning programme as a result of government reforms of GCSE and A level	Training and development of interviewers; appropriate presentations and briefings for students and parents	SMT and staff	Sept 2015	ongoing	Ongoing depending upon outcome of election	Learning programmes now outlined and interviewers briefed. More staff (above 0.5 fte) to be included in CAS
28	Learning Support	To improve the quality and consistency of performance data and information used for monitoring the progress of students on Learning Support	Develop CIS system for Learning Support or buy in a system that can cope with managing large amount of information and create the data we need for OFSTED/SAR; enable access to Learning Support page to all staff who teach a student with Learning Need/Disability	JAR, CXH, Learning Support team, ILT	By Oct 2015	Meetings held between Heads of learning Support and MIS	Not yet accomplished, ongoing	Ongoing – hve used exams data to produce some of these figures.

29		To ensure College meets new SEN legislation relating to supporting students with learning needs/disabilities	Review current practices; use Inset and faculty meetings to ensure compliance; provide any specific training which may be necessary; use T&L Inset to address this	JAR, CXH, VJB, staff	By July 2015	Initial awareness raised in January INSET; plans for departmental workshops in summer INSET	Departmental skills audit in development by JAR	Accomplished, but workshops on-going according to departmental requests
30	Careers	To develop careers support for increased student numbers and a more diverse range of progression opportunities post-18	Aim High to Employment scheme, improved resources for students applying for employment/apprenticeships; possible 'Alternatives to University Parents Evening'; review format of 2015 Careers Day; supporting students applying to university abroad	CMH, CXH, JCS, Careers Team	June 2015	UCAS complete, 619 applications as at 15 th January; planning for "Next Steps" parents evening; confirmed place at Harvard university for student SS	Next Steps evening very successful with inclusion of apprenticeship and employment options; careers day plans progressing well	Aim High for employment workshops sparsely attended, to be reviewed; Next Steps evening and Careers day formats successful

SECTION 5: LEADERSHIP AND MANAGEMENT

HOW EFFECTIVE ARE LEADERSHIP AND MANAGEMENT IN RAISING ACHIEVEMENT AND SUPPORTING ALL LEARNERS?

	Factor	Targets	Action	Who?	When?	February Update	June Update	September Update
31	General performance	To continue to meet the large majority of targets in this 2014-15 development plan and the College three year strategic plan for 2012-15	Continue effective and purposeful management on a collective basis whilst seeking improvement in systems and processes where appropriate	DPA, SMT staff	Oct 2015	Good progress being made in relation to all targets	Still on course to achieve most targets	43 out of 49 targets achieved with 6 targets not achieved or only partially
32		To review College performance in relation to the 'slim-line' strategic plan 2012-15 and agree a new strategic plan	Review achievements in Spring 2015 in key College and Corporation committees and agree a new plan	DPA, SMT, Corporation staff	By July 2015	Strategic planning to take place in Summer term	Strategic planning underway	New Strat Plan finally approved by Corporation 28 th Sept
33	Financial management	To maintain the solvency of the College in the face of continuing steep cuts in the unit of resources	Modelling of implications of funding cuts prudent and careful budgeting; sustaining successful growth in numbers in 2014 to 1950 in future years; maintaining the success of the College	DPA, SMT Corporation	On-going	Financial health continues to be 'outstanding'	Financial health temporarily dropped to 'satisfactory' relating to technical impact of capital project	Financial health at end of the year is 'outstanding' on basis of final accounts 2014-15
34	RISK	To continue to be efficient and effective in the administration of our financial systems	Efficient management on a systematic basis minimising risk	DPA, SLS, SMT	On-going	Successful external audit for 2013-14 with no issues; Total Systems	Further Total Systems Review to be undertaken during Summer Term	Review completed and due to be reported to next Audit Committee

						Review process revealed no systems concerns		
35	Accommodation and facilities	To manage effectively the first phases in the construction of the new 'fourth build' teaching block and playing fields	Appointment of MacAllan Penfold and MEA as architects and project managers; complete contract with Bovis; tenders for construction of both developments; consultation with relevant subject departments; effective management throughout	MNM, DPA, SMT, Corporation	By Sept 2015	Tender process completed for appointment of contractors for sports pitches and classroom development	Work on sports pitches due to be completed in June. Works on classroom development commenced 20/4/15.	Pitches completed and decision due to be made regarding use. Good progress with teaching block.
36		To plan the reorganisation and refurbishment of the Gill building	Consultation with relevant parties; drawing up of plans based on affordability	MNM, DPA, SMT,	July 2015	Initial consideration by SMT	Initial meeting held with Architect and Project Managers.	Plans/costs being finalised for report to Finance & Estates Committee
37	RISK	To build new netball courts and provide additional car-parking for 60-70 cars	Develop plans for additional car-parking spaces and relocation of netball courts; submit planning application; build to commence in Summer 2015	MNM, DPA MacP/MEA	Sept 2015	Plans being revised in light of tree issue	Application for planning consent submitted. Decision due soon	Additional parking created and in full use. New courts constructed over Summer and in use.
38	Administration and services	To consolidate Admin Unit working practices in conjunction with relocation of SMT in the same area	Ensure coherent systems and working relationships for delivery of effective services on an efficient and cost-effective basis	DPA, MNM, SHE, SMT	On-going	Arrangements continuing to work well	Arrangements continuing to work well	Arrangements continuing to work well
39	Staffing	To develop plans for introduction of new SFCA pay structure for teachers	Approval of new scheme-in-general, consultation with unions and staff; development of college-based aspects of new pay structure; modification of professional review to include performance review element; costing of schemes	DPA, SMT, CAL, SLS, staff	By Sept 2016	Discussions in various committees; personnel away-day on this 10 th Feb	Plans well advanced with key paper having gone out to staff	New Staffing and Remuneration Policy under consultation, Assimilation Plan also under consideration – all this term
40	Management structures and systems	To integrate a new Director of Faculty into upper management whilst managing the transition in the Autumn term	BAW inducted into role of DoF for Humanities and Social Services Faculty in Jan; WJB providing cover in Autumn term	WJB, BAW, ODS	March 2015	BAW has made a very good start in role in Jan	Everything progressing well	Successful transition with new DoF well-established
41	Equipment and resources	To look again at strategies for purchase, use and successful deployment of computers to support learning	Establish plan of action for ILT in new English and MFL block; in this context scope out general strategy for future purchase and use of computers on an affordable and efficient basis taking into account cuts in funding	WJB, DoFs, SMT, JXY	July 2015	Plans well-advanced following discussion in SMT and with MEA	Plans for fit-out of new teaching building being considered as part of budget process and curriculum planning.	Plans for IT fit-out finalised. Plans for furniture & other aspects underway and due to be completed by Jan 2016

42	Professional development	To develop new professional review systems to enable 'on-going' review process and better production of central records	New software in place; introduction of phase 2 reviews in Autumn 2014; management processes to support staff; assimilation of new SFCA pay structure standards into the professional review system	CXH, ILT, IAM, staff	By Oct 2015	January INSET launch for paperless interim reviews: 67 completed as at 29/01/2015	Planning meetings have taken place to develop records	link professional review development and training targets with log of training and development accomplished; new teaching and management standards applied to reviews
43		To carry out staff satisfaction survey	Update survey from 2013, administer in Summer 2015, disseminate results	CXH, ILT	By Oct 2015	For Summer term	Plans in place to administer in second half of summer term	Completed and reports available to staff; no change from previous survey
44	Equality and diversity	To improve monitoring and awareness of equality and diversity issues in the College	E&D as agenda item in dept meetings and in student learner voice/class rep sessions; exemplar lesson plans; introduce socio-economic measure; explore possibility of appointing an E&D coordinator; overhaul Public Sector Equality Duty	WJB, DPA, SMT staff	On-going	New E&D policy agreed	Policy updated and agreed.	SAR shows good open and tolerant culture generally; Shaping Futures Lecture Programme reinforcing key messages
45	Marketing	To continue to market the College effectively to sustain our popularity and competitiveness	Improve marketing research; improve usage of online advertising; work more closely with key schools; increase usage and search engine visibility; more specialised focus on market 'segments'	CEH, SMT	On-going	Measures implemented to improve search engine visibility	Plans in place to continue effective strategy to meet funding challenges and development of School 6 th forms.	2000+ student numbers achieved. Measures in place to meet challenges and maintain competitiveness
46	Partnerships in the community	To work constructively with local and national government agencies and partnerships including the SFCA, S7, Waverley Federation, Surrey County Council.	Active cooperation with these agencies; principal in particular to maintain College profile in these organisations	DPA; SMT	On-going	DPA Chair of Wav Fed, continuing on SFCA Council; liaison with Peter Martin and Surrey CC over transport matters	Meetings and relationships continue to work well	S7 expanded to include BHASVIC; Waverley Fed building closer relationships e.g. quality, work experience
47	MIS and ILT RISK	To further develop the range of services and applications delivered by CIS	Develop parents' portal; develop and extend 'dashboard' and summary information for subject departments, tutoring, whole college; continuing development of professional review applications; improve quantity and quality of data for learning support; complete A2C projects re. exam records	JXY, SMT, ILT team, staff	Sept 2015	Successful introduction of parents portal, online parents evening bookings, new professional review functions	Plans in place for new developments: tutor dashboard, online trips and visits, integrated online payments system etc	Good progress with existing projects and new projects approved including On-line payments via CIS.

48		To improve the resilience and effectiveness of the network	Install and test 801.11AC wireless network for English; install redundant servers/storage away from current server room; install Linq to improve phone system	JXY, ILT team	By Jan 2015	Upgrade works to core switch carried out over Christmas have resulted in improved efficiency and speed of network	We are exploring options to create a parallel college network in the new teaching building as well as a remote generator at a potential total cost of around £60k	Still under consideration.
49	Governance	To integrate new Clerk of Corporation into governing body on a successful basis	Successful induction and familiarisation of new clerk; continuation of good working practices; taking advantage of opportunities for improvements	BJ, DPA, DE, Corporation	By Sept 2014	DE already very well-established	Good progress	A very good first year for the new Clerk

NEW DEVELOPMENT PLAN 2015-16

**SECTION 1: ACHIEVEMENTS AND STANDARDS
HOW WELL DO LEARNERS ACHIEVE ?**

	Factor	Targets	Action	Who?	When?	Performance Indicator
1	Student numbers 16-19	To maintain student numbers at a minimum of 1950 students for 2016-17	Intensive marketing; recruit through to September 2016 with not waiting list; maintain quality of CAS and G2G	SMT, CEH, staff	By Oct 2016	Numbers on census date at 1950+
2	Achievement at full A level	To maintain A level pass rate at a minimum of 99 % and the overall A*-B grade rate at 60%	Sustain high quality teaching and learning; performance management of subject departments below floor target A*-B grade rate of 50%; new approaches in depts. With new HoDs	SMT, WJB, DoFs, STs, HoDs, Staff	Aug 2016	Achievement of targets
3	Achievement at AS level	To improve AS level pass rates in the context of mixed linear/modular A levels to a minimum of 90% and A-B grade rates to 45%	As above with a floor target for A-B grade rate at AS level of 40% providing the basis for managing performance	ditto	Aug 2016	Achievement of targets
4	Achievement at BTEC level 3	To maintain BTEC pass rates at 100% and distinction/merit rates at a minimum of 70%	Consolidate systems and culture associated with new BTEC assessment framework which produced a 73% distinction/merit rate in 2015	ditto	Aug 2016	Achievement of targets
5	Level 2 achievement 14-18 students	To maintain the overall GCSE/BTEC pass rates (A*-C grade or equivalent) at a minimum of 75%	Departmental action plans to underpin improvements in key areas; DoF monitoring of performance	ditto	Aug 2015	Achievement of targets
6	Value added	To maintain 'above average' overall value-added as measured by the DfE value-added measure and with reference to the ALPs measure	Sustain current high levels of performance in context of successful teaching and learning culture and systems	ditto	By Jan 2017	Achievement of targets
7	16-18 success rates	To achieve an overall success rate for all long courses at all ages at a minimum of 87% and a high grade success rate for long courses at 43%	Enrol students on right courses and continue to offer a high quality of student experience	SMT, staff	Aug 2016	Achievement of targets
8	Retention	To achieve a minimum course retention rate of 93% between Autumn and the Summer term for 16-18	Actions as for factors 1-7 above	SMT, WJB, DoFs, STs HoDs, Staff	Aug 2016	Achievement of targets
9	Attendance	To achieve a minimum average attendance rate of 87% across the year	88% this year so the task is to maintain approach: in-class challenges, parent emails, tutor dashboards etc	Staff	Aug 2016	Achievement of targets
10	Enjoyment of learning	To ensure student satisfaction rates remain at a minimum of 90% for the College and at 88% for individual subjects	Actions as for factors 1-7 above	Staff	Aug 2016	Achievement of targets

**SECTION 2: THE QUALITY OF EDUCATION AND TRAINING:
HOW EFFECTIVE ARE TEACHING, TRAINING AND LEARNING?**

	Factor	Targets	Action	Who?	When?	Performance Indicator
11	Developing the organisation and delivery of teaching and learning	To ensure continued quality of delivery and outcomes under reformed level 2 and level 3 specifications	Staff to attend relevant CPD and updates; 'deliberately difficult' talks to staff and students; INSET time devoted to planning and preparing resources; curriculum delivery decisions to maximise quality outcomes	SMT, DoFs HoDs	On-going	High level of performance as evidenced by results
12		To ensure College compliance with 2015 OFSTED Common Inspection Framework	Review documentation of all systems and brief staff appropriately to ensure we are fully compliant and prepared for an inspection under the 2015 CIF.	WJB, DoFs HoDs	April 2016	Updated paperwork and systems
13		To ensure that new teaching and management standards built into College quality systems including professional reviews	Update the Quality Manual; relevant training and INSET; update of professional review system	WJB, DoFs, HoDs, teachers	By July 2016	Updated systems and resources; operation of professional reviews
14	Sharing good practice and innovation in teaching and learning	To sustain a positive and innovative pedagogy in the face of financial and workload pressures	Three teaching and learning workshops a term with engaging topics and a variety of presenters; ensure resources in workshops available to all; S7 groups to continue to support T&L developments for teachers at different stages in career	WJB, ODS, BAW, staff	On-going	Workshops taking place as planned, continuation of S7 events
15	ILT as a tool for learning	To develop centralised assessment tracking system	Develop a CIS based 'gradebook' which incorporates learning advice and student review information; rationalisation of existing applications; trialling the 'W button' in the Drama and English departments	WJB, DoFs, CIS team	Sept 2016	New system up and running and operating successfully
16	Personalised and independent learning	To enhance student self-management and ownership of learning	New centralised assessment tracking system to facilitate student progress; develop the use of learning advice conversations across faculties to ensure students receive ongoing and accessible advice on how to improve	WJB, DoFs, CIS team, teaching staff	Sept 2016	Subject depts utilising new systems successfully and students fully on-board

SECTION 3. PROGRAMMES AND COURSES

HOW WELL DO THE PROGRAMMES AND COURSES MEET THE NEEDS AND INTERESTS OF LEARNERS?

	Factor	Targets	Action	Who?	When?	Performance Indicator
17	General	To develop the 3+1 curriculum model at level 3 to reflect move to linear A levels and philosophy of breadth and choice	Train and support departments in the delivery of linear qualifications on a linear basis; establish one year level 3 subject offer for 2016; develop College documentation on 3+1etc in prospectus, CAS etc	SMT/WJB DOF/HOD CIS team	Sept 2016	Successful enrolment on the basis of 3+1; student satisfaction
18		To enhance the profile of selected subject areas	Investigating the branding and profile of the sports enrichment provision; implementation of Arts Award for September 2016; to explore restructure of MFL department with a holistic culture	WJB, DoFs, relevant HoDs	By June 2016	Agreed plans in place with relevant changes to documentation
19		To ensure that entry recommendations to programmes and courses reflect new 'number' grades at GCSE	The prospectus will be finalised in April 2016 for September 2017 entry. We need to decide whether grade 4 or 5 is the C grade boundary and whether 6 is an entry requirement for some subjects. Full consultation with WF and S7 Deputies.	SMT/WJB/ DOFs/ HODs WF/S7 Deputies	By March 2016	Published prospectus with clear entry recommendations.
20	Main Studies	To explore the introduction of new qualifications which will allow us to stay competitive and attractive to students	Possible new subjects: Classical Civilisation, Mandarin; discussion with relevant staff; produce 'Course Proposal' forms	SMT/WJB DOF/HODs	March 2016	Course proposals developed and approved
21		To establish BTEC subjects and qualification sizes under Tech level and Applied General courses	Understand national offer when clarified; discussion and development with BTEC subject departments; consider expansion of Diploma offer	SMT/WJB BAW/DOF/ HOD	March 2016	Curriculum approach agreed with action plans where relevant
22		To explore and introduce alternative Access course - Access into Employment	Establish possible student demand and nature of the offer taking into account what happens in other Colleges; make decision on desirability and viability; advertise and recruit for 2016 or alternatively 2017	TYB/JES/ WJB	Jan 2016	Decision taken to go ahead; curriculum offer established; recruitment happening
23	Additional Studies	To review U6th Additional Studies options in light of the 3+1 approach and national curriculum reforms	Consider implications of loss of some qualifications and evaluate the need for others (e.g. Financial Studies); increase 'bolt-on' qualifications that add value like; review offer in light of financial pressures	WJB, DoFs SMT	March 2016	Decisions taken on additional studies offer; relevant; effective communications
24	14-16 provision	Review course offer with schools	Examine how we can re-establish Woolmer Hill involvement; anticipate impact of GCSE reforms and Progress 8; identify why GEM numbers have fallen and address this.	WJB, DoFs, HoDs, Wav Fed, GN	Dec 2015	New programme agreed; changes in offer; recruitment

**SECTION 4. GUIDANCE AND SUPPORT
HOW WELL ARE LEARNERS GUIDED AND SUPPORTED?**

	Factor	Targets	Action	Who?	When?	Performance Indicator
25	Student support	To implement and review the reforms to the system of student guidance	Introduction of common tutorial slots, Personal Tutor Dashboards, Shaping Futures Lecture Programme; consult with staff and students to review the impact of changes	CXH, SMT, STs, tutors	By Sept 2016	Student Guidance SAR; survey evidence; tutor feedback
26		To ensure safeguarding responsibilities are fully discharged	Training for staff; mini workshops for personal tutors; safeguarding log; Prevent training and awareness; annual Corporation approval of policy; new Corporation member with responsibility	CXH, SMT, Staff	On-going	Activities successfully completed; processes operating effectively
27		To work towards establishing a more sustainable model for the counselling service	Investigating ways of delivering a fully responsive service without additional funding including continuing use of trainees and Associate Counsellors; developing capability of pastoral staff as appropriate; 'Coping with Anxiety' short course	CXH, SGH, CPV, STs, tutors	July 2016	Service meeting needs; Counselling SAR 2016
28	Applications, Interviews and Enrolment	To modify CIS and enrolment to take into account 3+1 framework	New paperwork and power-points; training for interviewers; modified IT systems	SMT, teachers, CIS team	Sept 2016	Changes in systems, paperwork, approach; students successfully placed on courses
29	Learning Support	To refine the quality and range of support for students	Refining identification and induction processes for students with Statements (or new Education/Health and Care Plan); ensuring we are meeting the needs of ESOL students; supporting teaching staff re. new SEN legislation; improving and extending data management	JAR, CXS EXW, CXH team, staff	Sept 2016	Completion of actions as listed with clear improvements in service and data
30		To manage bursary funds effectively	Management of funds on a break-even basis with continuous monitoring and liaison with Finance	CXH, VJ, SLS	June 2016	Bursary Fund breaks even
31	Careers	To sustain the high quality of careers provision	Offer Careers drop-in every break-time; continue to build and extend employer contacts; enhance support of Aim High students and tutors; improve Next Steps evening and consider hosting a Careers Fair; research Careers awards	CMH/MJM/J FC/DAK	By Sept 2016	Careers SAR 2016

SECTION 5: LEADERSHIP AND MANAGEMENT

HOW EFFECTIVE ARE LEADERSHIP AND MANAGEMENT IN RAISING ACHIEVEMENT AND SUPPORTING ALL LEARNERS?

	Factor	Targets	Action	Who?	When?	Performance Indicator
32	General performance	To continue to meet the large majority of targets in this 2015-16 development plan and the College three year strategic plan for 2015-16	Continue effective and purposeful management on a collective basis whilst seeking improvement in systems and processes where appropriate	DPA, SMT staff	Oct 2015	Successful completion of majority of targets
33		To embed new one-side strategic plan 2015-18 in College culture and operations	Publication and integration of document in relevant College information sources and processes	DPA, SMT, Corporation staff	On-going	Updated documentation; minutes etc
34	Financial management	To maintain the solvency of the College in the face of continuing steep cuts in the unit of resources and rises in costs	Modelling of implications of funding cuts 2015-2020; prudent and careful budgeting; trying to sustain student numbers at 1950 over the next three years	DPA, SMT Corporation	On-going	Financial solvency secured and budgeted for 2015-17; graded at least as 'satisfactory' on Financial Health
35		To continue to be efficient and effective in the administration of our financial systems	Efficient management on a systematic basis minimising risk	DPA, SLS, SMT	On-going	Successful External Audit; TSR
36		To develop an on-line payments system to replace the current Wise Pay System	Final planning meetings to take into account needs and issues; proof of concept developed with: shop interface, integration with payment provider, reporting & management tools	SMT, MNM, SLS, JXT, CIS team	Oct 2016	System built and tested and in operation on an effective basis
	RISK					
37	Accommodation and facilities	To complete construction of new 400s building and sports pitches and put into operation	Oversee construction with MEA, Kestrel, Feltham; liaise with relevant College staff; ensure fit out plans in place	MNM, SMT etc	May 2016	Building and pitches in use in accordance with plans
38		To plan and cost Gill and other refurbishments to complete College Accommodation Strategy	Finalise detailed plans with options on costs and timings; discussion in SMT, Corporation; agree final affordable approach; start refurbishment in May 2016	SMT, MNM, MEA, MacAllan Penfold	Oct 2016	Refurb complete according to plans and in use
39		To review options for the future use of the Cottage	Discussion of options and agreement on best one; implementation of agreed option	MNM, SMT	Sept 2016	Plans agreed; refurb completed; lettings to new tenants
	RISK					
40	Administration and services	To conduct pilot of electronic student files to replace paper files from 2016-17 onwards	Operation of scanning and linking of documents; review of needs in terms of paper/electronic documents; establishment of protocols; ensure proper learning support safeguards re. information	MNM, SNH, JXY, CIS team, Admin Unit	Sept 2016	Successful operation of scanning etc, protocol document, minutes

41	Staffing	To introduce new SFCA pay structure on affordable basis	Agreement of new Staffing and Remuneration Policy and Assimilation Plan; implementation according to schedules; costings produced; integration of standards into professional review and quality processes	DPA, SMT, teaching staff, union reps	Sept 2016	Policies and plans agreed; individual staff consulted; professional review updated; transition to new structure successful
42		To seek ways to make savings in staff costs for 2016-17 with minimal impact on delivery and morale	Identification of areas where savings can be achieved; actions in place to achieve savings on a non-disruptive basis	SMT, Personnel	July 2016	Savings identified and implemented
43	Management structures and systems	To ensure the successful transition to leadership under a new principal	Staff involvement with the process and appointment of new principal; planning for transition; changes to College documentation and branding	SMT, BJ Personnel	Sept 2016	New principal in place; successful transition effected
44	Equipment and resources	To implement 4 th build equipment plans on the basis of the agreed budget	Finalise details of IT, furniture and fittings; purchase and install according to schedules	MNM, WJB, DoFs, SMT	May 2016	New 400s equipped and in use on a planned basis
45	Professional development	To ensure that the new Professional Review System on-line is completed and successfully supports practice	Completion of on-line recording and reporting features; appropriate briefing and training of staff; DoFs and MNM to take full responsibility for coordinating professional reviews on the basis of system	CXH, STs, DoFs, MNM, CIS team	June 2016	System operating successfully as planned
46		To incorporate SFCA pay structure performance management with standards into professional review system	Processes and documentation revised to take into account new pay structure; briefing and training in relation to this	CXH, SMT	Jan 2016	Changes in documentation and processes operational
47	Equality and diversity	To ensure that the College remains an open, tolerant and democratic community and that it meets its equality and diversity responsibilities	Handover of management to CXH; ensure embedding of E&D on an appropriate basis including lessons, schemes of work etc; Shaping Futures Programme to extend awareness; ensure full student involvement in E&D including LGBT	WJB, CXH, staff	On-going	CXH in control; E&D SAR 2016
48	Marketing	To continue to promote and market the College on an intensive basis	Increase activity in in areas such as Liphook, Woking, Farnham; make most of new buildings etc; increase social media activities and presence; refresh branding	CEH, SMT	On-going	Recruitment on target in Sept 2016
49	Partnerships in the community	To work constructively with S7 and local and national government agencies and partnerships including the SFCA, and Surrey County Council.	In the context of area-based reviews work ensure that the interests of Godalming College and sixth form colleges in general in Surrey are secured; investigate opportunities for development in the area in response to ABRs; continued participation in S7	DPA, SMT, BJ	On-going	S7 continues to operate successfully; College interests secured in ABRs
50		To work effectively with Waverley Federation schools to build a closer partnership	Extend working practices where possible including:- quality sharing ideas, common curriculum delivery and employment, savings through shared services	DPA, SMT, DoFs, HoDs	By July 2016	Agreed programmes 14-16, GEM; quality reviews happening; mins of key meetings

51	MIS and ILT	To develop a range of new or modified on-line CIS systems to facilitate improved management and learning	New on-line payments system to replace WisePay; create an all-electronic trip management system; assessment-tracker system to combine learning reviews, learning advice, mark book functions; complete reporting for staff database	SMT, JXY,SLS, CIS team	By Sept 2016	New on-line systems operational; SARs 2016; minutes
52	RISK	To ensure that the College continues to provide a robust and efficient IT infrastructure	Install an Emergency Generator to ensure that College online systems can operate during a power cut; purchase new switch for 200s; extension of network to new 400s; successful move of ILT team to Gill building assuming this takes place this year.	JXY, ILT Team	Sept 2016	Generator installed; equipment installed on effective basis; infrastructure functioning well
53	Governance	To appoint a new principal	Production of applications information; scheduling of process; organisation of interviews and panels; making final appointment; transition planning;	BJ, DRE, Corporation	Jan 2016	New principal appointed followed by effective transition