



# BEYOND OUTSTANDING

Strategic Plan  
2025-2030

Waltham Forest College





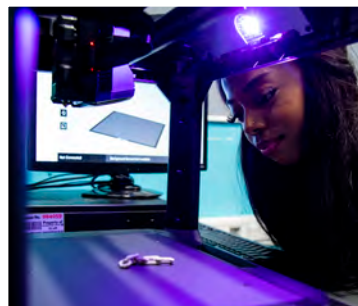
# About Us

Waltham Forest College is a vibrant and inclusive General Further Education College located in Northeast London, serving a diverse community of around 7,000 learners. Our state-of-the-art facilities and welcoming campus provide an exceptional environment for students, staff, and visitors alike. Recognised as one of the top 5% of Further Education Colleges nationally for student achievement rates and holding an Outstanding rating from Ofsted, we are proud to deliver education and training that transforms lives.

As an anchor institution and the third-largest employer in Waltham Forest, the College plays a pivotal role in supporting the borough's economic and social fabric. Accredited as a Good Work Employer, we foster strong partnerships with local, regional, and national employers, ensuring our students gain the skills and experiences needed to thrive in their chosen careers. Our students are not only workforce-ready but also confident, active contributors to their communities, driving social cohesion and inclusion across the region.

## Mission

To empower individuals and communities to reimagine the possible, achieve greater, and shape a better future by fostering ambition, innovation, and transformative opportunities. Together, we inspire everyone to **#ThinkBIG**.



# Our Values

We are a people-focused organisation, driven by strong values that are deeply embedded within our **#TeamForest** culture. Developed collaboratively with our staff and students, our values form the foundation of our interactions, shaping behaviours and fostering a culture of high expectations and mutual respect.



We expect every member of our community to follow our values, they are:

## Excellence

## Integrity

## Inclusion

# Strategic Plan

This Strategic Plan outlines the direction and priorities for Waltham Forest College over the next five years. It has been shaped by the evolving local, regional, and national skills landscape, ensuring alignment with current and future needs.

The plan reflects the College's critical role as an Anchor Institution and one of the largest employers in the local community, emphasising our commitment to collaboration with employers, representative bodies, and stakeholders. Together, we strive to serve and empower our local communities, fostering growth, opportunity, and inclusion.

## Progress of previous strategic plan

Waltham Forest College has made significant progress over the past five years against the previous strategic plan. Key achievements include:

- Improving the College's Ofsted from Good to Outstanding.
- Transforming the College's financial health rating from Requires Improvement to an Outstanding rating over consecutive years.
- Establishing a positive, inclusive and ambitious culture.
- Consistently high student outcomes, exceeding national benchmarks and ranking in the top 5% nationally.
- Gaining the Mayor of London's quality Kitemark for Academies in Health & Social Care, Hospitality, Creative, Construction, Green, and Digital sectors.
- Being highly commended by the National Careers and Enterprise Company for the provision of high-quality careers advice and guidance.
- Celebrating several regional and national skills awards and competition successes achieved by students.
- Achieving accreditation as a Good Work Employer, with substantial investments in staff and leadership development at all levels.
- Investing approximately £20 million to repurpose and upgrade large sections of the College estate.
- Reducing the College's carbon footprint by around 30% through strategic investments in sustainability initiatives.

Waltham Forest College is in a very strong position to enter the next phase of its journey and it is important that this is maintained, and that the College continues to strive for growth, innovation and excellence for its next chapter - *'Beyond Outstanding'*.



# 'For every £1 of public money invested, the College generates £11.60'

-London Economics

## Economic and Political Context

In developing this Strategic Plan, it is essential to consider the economic and political drivers shaping the future landscape. Aligning with the Government's Missions, the National Industrial Strategy, and London's growth plans, given the primary focus for London and the UK remains on driving economic growth. As such, Waltham Forest College is committed to preparing students with the skills needed to secure Good Work and progress their careers, while also supporting businesses to thrive in an ever-changing economic environment.

The Further Education sector is navigating a period of significant change, with numerous curriculum, qualification, and assessment reforms. The College recognises the need to be agile and responsive to these evolving demands, ensuring that learners are equipped with future-proofed skills and career opportunities, and that the College remains resilient and adaptable to change.

Furthermore, we acknowledge that economic, political, and social factors may shift priorities over the duration of this Strategic Plan. Our ability to remain flexible and proactive will be key to maintaining our success and continuing to serve the needs of our learners, communities, and stakeholders effectively.



# Strategic Priorities

## Excellence and Innovation

To enhance and expand the College's influence and reputation through a commitment to excellence and innovation, establishing Waltham Forest College as the aspirational college of choice. Our focus is on fostering an environment where students thrive, excel, and reach their full potential.

### KPIs will be built around:

**Outstanding Student Outcomes:** Achieving student outcomes and progression rates in the highest-performing quartiles nationally.

**Exceptional Experiences:** Delivering an outstanding experience for students and employers.

**Exemplary Teaching and Learning:** Providing exceptional teaching to equip learners for high-quality employment or higher education.

**Driving Innovation:** Keeping curriculum and practices at the forefront of industry developments.

**National Leadership and Influence:** Enhancing the College's reputation and influencing skills policies.

## People and Culture

To establish Waltham Forest College as an employer of choice, fostering an inclusive, equitable, and ambitious workplace that values and empowers its people.

### KPIs will be built around:

**Championing Equity and Inclusion:** Tackling inequalities and ensuring diverse representation.

**Investing in Talent:** Supporting professional growth to recruit, retain, and reward a skilled workforce.

**Living Our Values:** Embedding core values into every aspect of College operations.

**Promoting Systems Leadership:** Sharing best practices across organisations and leading change.

**Enhancing the Staff Experience:** Creating an exceptional workplace for all staff.

## Skills and Future Careers

To equip students with the skills and knowledge required to advance their careers, creating a resilient and adaptable workforce that meets the evolving needs of employers. We are committed to providing a high-quality, sustainable learning environment able to fulfil future skills demands.

### KPIs will be built around:

**Future-Focused Facilities:** Providing industry-standard facilities to prepare learners for future careers.

**Embedding Sustainability:** Training staff and students in sustainability to foster environmental responsibility.

**Responding to Skills Needs:** Ensuring curriculum and programmes align with evolving industry demands.

**Employer Collaboration:** Strengthening links with employers to support career progression.

## Growth and Sustainability

To be a strong and resilient organisation, able to invest in future growth, sustainability, and innovation.

### KPIs will be built around:

**Diversifying Offer and Income:** Expanding programmes and revenue streams to stay agile.

**Partner of Choice:** Strengthening partnerships with employers and stakeholders.

**Broadening Strategic Partnerships:** Leveraging the College's Anchor Institution role to improve student and community outcomes.

**Sustainable Financial Health:** Achieving consistent financial surpluses to reinvest in students, staff, and the estate.

**Surplus for Innovation:** Generating surplus to fund research and innovative practices.

## Estates and Facilities

To provide a sustainable, state-of-the-art estate that supports growth, enhances learning experiences, and meets the evolving needs of students, staff, and the wider community.

### KPIs will be built around:

**Future-Focused Facilities:** Delivering industry-standard, cutting-edge facilities.

**Carbon Neutral Commitment:** Creating a carbon-neutral estate.

**Expanding Capacity:** Increasing estate size to meet rising demand.

**Infrastructure for Innovation:** Investing in systems and facilities to support research and innovation.

**Sustainability Leadership:** Embedding sustainability training for staff and students.





# Our Enablers

**Highly motivated, committed and diverse workforce.**

**Anchor institution within local communities.**

**Industry standard facilities.**

**Excellent teaching, learning and assessment.**

**In the top 5% of Colleges nationally for performance.**

**Outstanding Financial Health rating.**

**Outstanding Ofsted rating.**

**Highly effective strategic partnerships and collaborations.**

**Good work employer.**

**Significant contribution to meeting skills' needs.**

**Very strong leadership and governance.**

**Mayor of London Academies Accreditation.**

## Success Measures

To continue to thrive and remain a high-performing and sustainable organisation, Waltham Forest College must continue its achievements while embracing continuous evolution and improvement. The Strategic Plan will be reviewed annually to ensure it adapts to the dynamic needs of the region and remains aligned with identified priorities.

Each year, the Corporation will set detailed targets and monitor their impact to measure progress against the Strategic Priorities. Progress and success will be reported at every Corporation meeting and summarised in the annual 'Progress and Impact Report'.