STRATEGIC PLAN
2024/25

THE SIXTH FORM BOLTON

CONTENTS

INTRODUCTION

It is with great pleasure that I present The Sixth Form Bolton Strategic Plan for 2024-25. Developed through consultation with staff, students, governors and key stakeholders, this document sets out our vision, mission and a set of key strategic objectives for The Sixth Form Bolton. It provides the guiding principles, goals, and standards that will be used to measure, monitor and evaluate The Sixth Form and its performance.

Stuart Merrills
Principal

The main priority is that at the end of 2025 The Sixth Form Bolton will have maintained its position as a high performing sixth form college that provides excellent opportunities for its learners to achieve positive progression, enjoying outstanding teaching in a high quality, professional environment. We aspire to be the first-choice college for 16–19-year-old learners in Bolton, as well as a first-choice employer for passionate and dedicated staff.

Due to the fast paced and ever-changing nature of further education, this is a working document and is responsive to changes in funding and curriculum offer. We welcome feedback and input from all stakeholders.

Nick Horsfall
Chair of Governors

ENDORSEMENTS

The Sixth Form Bolton supports Bolton Council in its efforts to become an employer of choice for young people locally by allowing us to show case the range of diverse roles and development opportunities available to our employees. By working in partnership through job fairs, Work Place Safaris and other targeted recruitment activity, the College works with us to improve prosperity for residents and deliver better outcomes for students.

Karen Fairhurst
HR Resourcing Lead, Bolton Council

We wholeheartedly endorse The Sixth Form Bolton's strategic plan which exemplifies a forward-thinking, career focused vision and commitment to academic excellence. By prioritising innovative teaching, digital skills, and inclusion the college is addressing the evolving needs of students and preparing them for in demand careers in Bolton, Greater Manchester and Beyond. Prodigy Learning are proud to partner with The Sixth Form Bolton to address student success in digital. Furthermore, the plans emphasis on sustainability, innovation and quality demonstrates a profound dedication to social responsibility and will have a lasting, positive impact on students and the wider Bolton community

Andrew Lenehan
Regional Account Manager, Prodigy Learning

Lancaster University is delighted to be working with staff and students at The Sixth Form Bolton to achieve the aims and objectives of their strategic plan. Through careful planning and consultation, we are able to offer support in the areas of Higher Education information and guidance via talks and workshops within the college and by inviting sixth form cohorts onto Lancaster's University campus to experience university life first-hand. Links between The Sixth Form Bolton and Lancaster University's individual departments are excellent and continue to develop. This strategic plan helps us continue to evolve our own support measures and we are excited at the thought of working with staff and students at The Sixth Form Bolton to achieve its ambitious aims.

Kirk Wadsworth
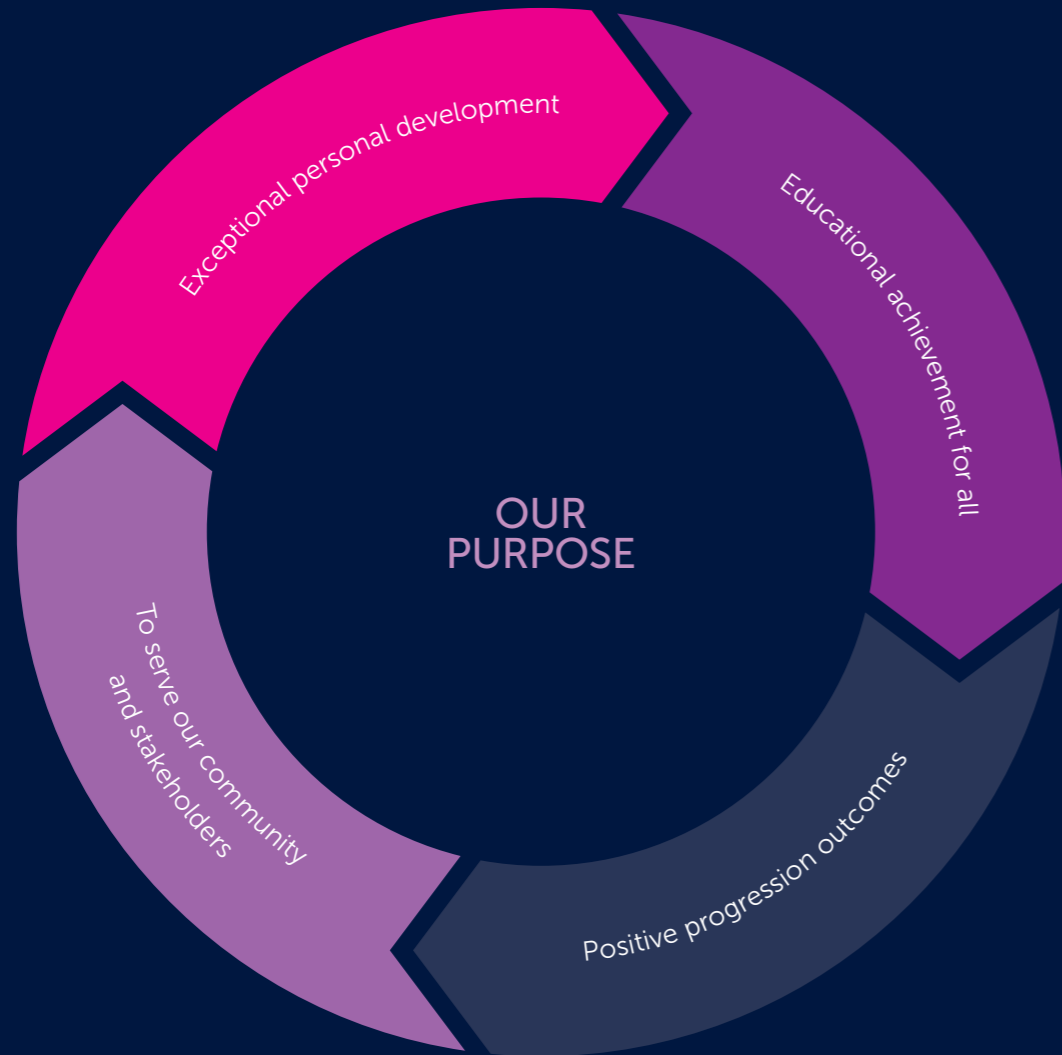Student Recruitment Officer, Lancaster University

Asda works collaboratively with The Sixth Form Bolton to showcase the diverse career opportunities within Retail. A small cohort of students this year will be experiencing an amazing opportunity to participate in a 9 month 'Future Leaders in Retail' project. Growing business minds, developing employability skills and innovative thinking, where teams need to communicate, think critically, and deliver presentations to professionals. Finally highlighting careers and future opportunities within the Industry. The core values that the college believes in ensure that all participants will maximise from this fantastic programme.

Christine Baldwin
Community Life Champion, ASDA and
The Sixth Form Bolton's Enterprise Adviser.

OUR PURPOSE

Exceptional personal development

Educational achievement for all

OUR PURPOSE

To serve our community and stakeholders

Positive progression outcomes

ABOUT US

We are the only specialist Sixth Form in Bolton and the largest provider of A Level studies in the borough. We are proud to be in the heart of Bolton town centre, serving our community through excellent education and progression opportunities.

At The Sixth Form Bolton we are proud of our:

✓ Outstanding pass rate

✓ Exceptional progression onto university, employment and apprenticeships

✓ Diverse curriculum offering A Levels, Vocational and Mixed Programmes

✓ Fantastic town centre location

✓ Award winning careers advice and guidance

✓ Personalised pastoral support

✓ Career and life enhancing enrichment programme

✓ Bespoke Professional Growth Programme for staff and learners

✓ Honours Programme for preparation onto the country's most prestigious universities

STUDENT SUCCESS

Join the high number of students who progress on to university, employment or career focused apprenticeships each year.

Blaise Heywood-Tattersall

Former school:
St Ambrose Barlow RC High School

Progression:
University of York to study Psychology

Achievement:
A Level Drama & Theatre Studies (A*)
A Level English Language & Literature (A*)
A Level Psychology (A*)

"Hard work really does pay off. I would like to thank the teachers for all their help, and the college for providing outstanding resources over the last two years."

James Barr

Former school:
Smithills School

Progression:
University of Strathclyde to study Microbiology and Immunology

Achievement:
Triple Vocational A Level in Applied Science (D*D*D*)

Mohammad Kala

Former school:
Essa Academy

Progression:
Imperial College London to study Mathematics and Computer Science

Achievement:
A Level Further Mathematics (A*)
A Level Mathematics (A*)
A Level Physics (A)
Extended Project Qualification (A)

Mona Aziz

Former school:
Sharples School

Progression:
Degree Apprenticeship in Management Consulting

Achievement:
A Level Business (A)
A Level Psychology (A*)
A Level Sociology (A)
Extended Project Qualification (A)

"I have worked so hard and it's really paid off! A big thank you to my teachers, I'm really excited to progress onto a Degree Apprenticeship."

Eva Pollitt

Former school:
Fred Longworth High School

Progression:
Loughborough University to study Sport and Exercise Science

Achievement:
A Level Biology (A)
A Level Physical Education (A)
A Level Psychology (A*)
AS Level Maths Qualification (A)

"My vocational course was brilliant as it allowed me to develop my IT skills to a much higher level. As a result, I now have a place at a top university."

Franklin Ugwu

Former school:
Bolton St Catherine's Academy

Progression:
University of Liverpool to study Computer Science with Software Development

Achievement:
Triple Vocational Advanced Level in Information Technology (D*D*D*)
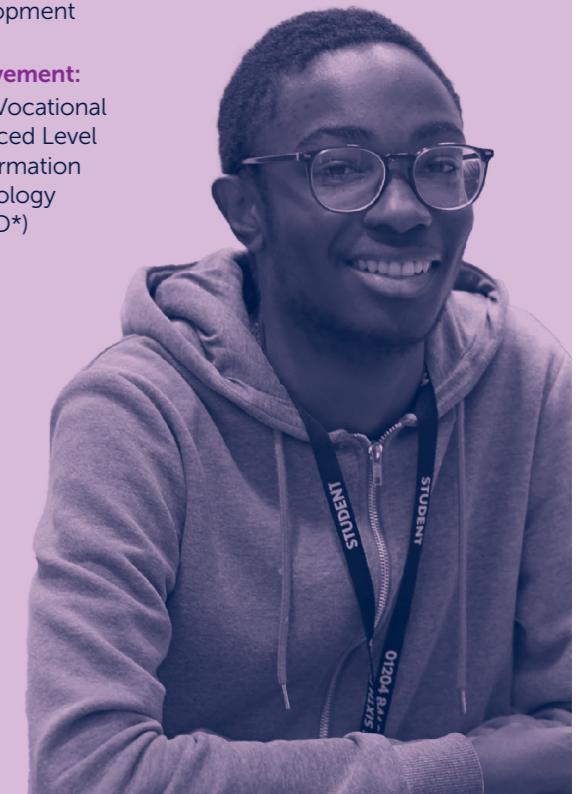
"Loughborough University is one of the best in the country for Sport. A big thank you to all the staff and teachers who have helped me get here."

OUR VISION

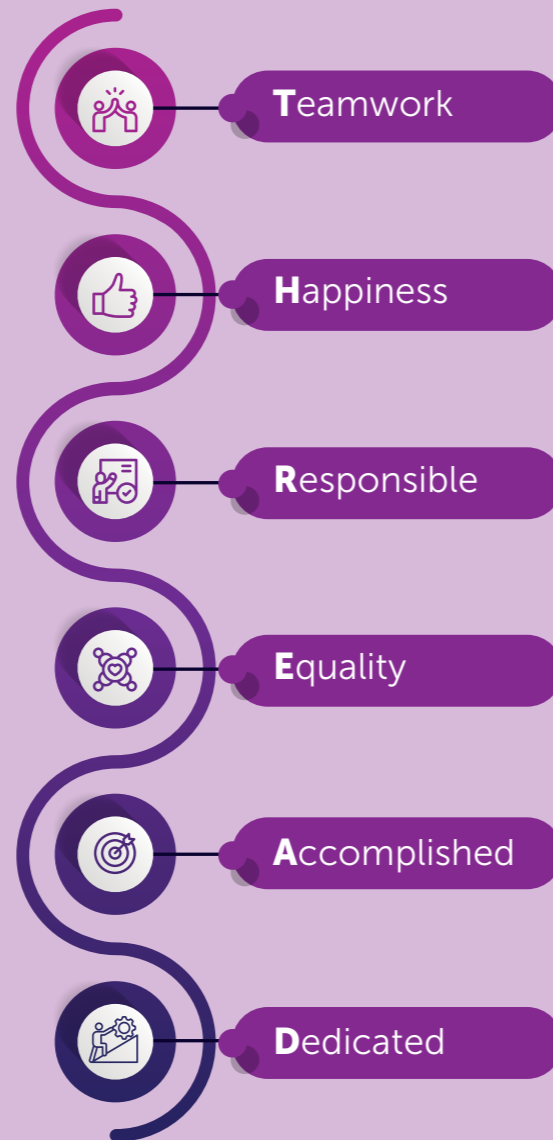To be an outstanding Sixth Form and pursue excellence in everything we do.

OUR MISSION

To provide educational excellence which releases potential and promotes individual achievement in an environment where diversity is valued and students and staff are led, supported, challenged and encouraged to reach for their best in everything they do.

OUR VALUES

Our core values are the thread that runs through every element of our Sixth Form, for both staff and students. Our values are the principles we believe in and the standards by which we operate. They are the essence of who we are and what we stand for.

- **T**eamwork
- **H**appiness
- **R**esponsible
- **E**quality
- **A**ccomplished
- **D**edicated

6 VALUES

STRATEGIC PRIORITIES

Our strategy is founded on six priorities of equal importance. The priorities form the basis of everything we do at The Sixth Form, supporting our overall strategy of demand-led growth and outstanding quality in all our provisions.

Quality
To deliver high quality education and support with the ambition for our students to make progress and achieve excellent outcomes.

Culture and Ethos
To foster a culture where staff and students feels supported, listened to, and encouraged to work hard and enjoy their time with us. To prioritise positive mental health and wellbeing for all.

Financial Security
To practise ethical and prudent financial management to ensure integrity, so that we retain strong financial health and the stability to invest in inspiring facilities and innovative education for all learners.

People
To be the place where people want to work, feel valued and share a passion to help our learners succeed. To support and inspire every learner and member of staff to make the most of their talents, skills and opportunities.

Innovation
To actively search for novel ideas, leading technologies and the most effective ways of working that benefit our students, staff and employers.

Sustainability
To be a resilient organisation which takes positive action to address climate change, creating a better environment for our learners, our people and future generations.

1. QUALITY

To deliver high quality education and support with the ambition for our students to make progress and achieve excellent outcomes.

Objective	Actions	Success Measure	Specific Performance indicators to monitor achievement
Maintain a curriculum that is fit for purpose	Review A-level and vocational course offerings with input from local employers and universities.	Departmental evidence of active partnerships with a minimum of one university and one employer who review and advise re course delivery plans. Improved student performance and satisfaction.	Student recruitment numbers remain at or over 1850. Qualification achievement rates: Pass rate 99% Retention 92% Achievement 91% Student survey results 95% positive plus.
All curriculum areas deliver a consistent quality of education.	Continue to support identified curriculum areas. Continue to train and develop our staff. Attract, recruit and retain the best staff who will contribute to this objective.	Improved delivery and successful Departmental Reviews. Increased staff qualifications and certifications. Positive feedback from staff on training sessions. Improved teaching practices and student outcomes. Low staff turnover rate. Positive staff morale and job satisfaction. Increased number of applicants for each position.	Positive reports from Departmental Evaluations. 100% of staff participating in training sessions. Staff survey results 95% positive plus on CPD received. Improvement in student academic performance and engagement. Pass rate 99% Retention 92% Achievement 91% Sufficient applicants to produce a minimum shortlist of 3 per post. Staff turnover rate 5% or less. Results from staff satisfaction surveys 95% positive plus. Number of unfilled vacancies to be zero.

Objective	Actions	Success Measure	Specific Performance indicators to monitor achievement
All students achieve their potential.	Improved targeted intervention programmes for underperforming students. Review the Sixth Forms capacity for additional support and resources for students needing additional support. Regularly monitor and assess student progress. Utilise digital tools in order to support delivery and remove barriers to learning.	Improved student academic results and grades. Eradication of U grades and fewer E grades than 2024. High student retention and progression rates. Positive feedback from students and parents on support received. Embed use of immersive reader in all subject areas and wider support.	Student grades and exam results. Student retention and progression rates. Pass rate 99% Retention 92% Achievement 91% Feedback from student and parent surveys 95% positive plus.
Enhance teaching and learning quality.	Provide ongoing professional development for staff on innovative teaching methods.	Improved teaching evaluations and student feedback. Ensure all staff are using Showbie Pro for assessment. Close the skills gap in 'pedtech' and ensure all staff are able to use at least two apps. Higher engagement in professional development activities. Enhanced teaching methods and collaboration.	Student survey and learner voice results 95% positive plus. Consistency in high quality feedback for all learners across the curriculum that includes verbal and written responses. High quality retrieval, creativity, and support collaboration. Evidence 100% staff participation in professional development sessions annually. More staff involved as 'T&L' Champions. Higher % of teaching staff integrating Showbie's DNA of learning. Evidence 100% staff participation in professional development sessions annually.

2. CULTURE AND ETHOS

To foster a culture where staff and students feels supported, listened to, and encouraged to work hard and enjoy their time with us. To prioritise positive mental health and wellbeing for all.

Objective	Actions	Success Measure	Specific Performance indicators to monitor achievement
Have a consistent culture of 'Excellence in Everything'.	Establish clear, high standards and expectations for all staff and students. Provide regular training and resources to support excellence. Implement a recognition and rewards system for outstanding performance.	Consistent achievement of high academic standards. Positive feedback from staff and students. Increased recognition and rewards for excellence.	Academic performance metrics (grades, pass rates). Staff and student survey results. Number of recognitions and rewards distributed.
Further develop the culture of 'Challenge, Ambition and Inspiration'.	Encourage innovative teaching methods and creative problem solving. Promote leadership and growth opportunities for both staff and students. Organise events and activities that inspire and motivate the college community.	Increased engagement and participation in college activities. Higher levels of ambition and goal-setting among students. Enhanced reputation of the college.	Participation rates in extracurricular activities. Feedback from Student and staff surveys. Recognition in local media and national forums.
Embed the new 'Values' across the college.	Incorporate within the Staff Recognition and Performance Review Process. Ensure all staff understand their roles and how these contribute to the 'Values'.	Foster a supportive and inclusive environment. Further develop platforms for regular feedback and dialogue between staff and management. Enhanced involvement communication and decision-making processes. Stronger community and teamwork. Foster a supportive and inclusive environment.	Increased staff engagement and satisfaction levels. Staff well-being survey results.

Objective	Actions	Success Measure	Specific Performance indicators to monitor achievement
Celebrate diversity and inclusion.	Organise cultural awareness events and diversity training sessions. Create increased diversity-focused student groups and forums. Ensure the inclusion of diversity topics in the whole curriculum.	Increased participation in diversity activities. Greater awareness and appreciation of diversity. Embedded activity visible and actioned from Schemes of Learning.	Hold cultural awareness and celebration events annually. Number of student rewards awarded for Equality and Diversity. Establish diversity-focused groups. Participation evidenced in each department and wider events on key diversity themes.

3. FINANCIAL SECURITY

To practise ethical and prudent financial management to ensure integrity, so that we retain strong financial health and the stability to invest in inspiring facilities and innovative education for all learners.

Objective	Actions	Success Measure	Specific Performance indicators to monitor achievement
Ensure the college remains financially secure.	**Funding:** Implement a marketing and admissions strategy which ensures student enrolment targets are met.	Student enrolment targets met.	Funded Students 24/25 – 1850 25/26 – 1850 26/27 – 1850
	Ensure student retention strategies are effective and retention levels remain at or above targets.	Retention targets met.	Retention Targets 24/25 – 92% 25/26 – 92.5% 26/27 – 92.5%
	Identify and secure grant funding available.	Additional grant funding secured.	
	Cost Management: Ensure operational efficiency by conducting regular audits to identify and eliminate waste.	Reduce staffing expenditure as a % of Income.	Staffing Expenditure 24/25 – 75% 25/26 – 73% 26/27 – 72%
	Streamline administrative processes and utilise technology to reduce costs.	Reduction to overhead expenditure.	Overhead Expenditure.
		All HR processes automated.	
	Engage staff and students in discussions about financial health and solicit their input on cost-saving measures and revenue-generating ideas.	Financial data presented to appropriate staff and student forums and suggestions received.	
	Energy Management: Identify and implement energy saving initiatives to reduce utility costs. Invest in sustainable practices and green technologies.	Energy costs reduced.	
	Collaborative Partnerships: Utilise purchasing consortia to leverage economies of scale.	Expenditure reduced.	
	Develop strong relationships with local businesses to create opportunities for funding.	Sponsorships and/or funding received from local businesses.	
	Monitoring: Provide transparent financial reports to Governing Board for regular review.	Financial reports considered at relevant committee and board meetings.	Monthly Management Accounts produced within 10 working days of the month end.
	Communicate the college's financial health and strategic initiatives regularly to all stakeholders including staff.	Financial reports considered at SLT / ALT meetings.	

Objective	Actions	Success Measure	Specific Performance indicators to monitor achievement
Establish a financial plan that supports the Strategic Plan.	**Financial Planning:** Develop a comprehensive strategic plan with input from all stakeholders, setting clear financial goals which are regularly monitored.	Strategic Objectives are achieved.	Financial Goals To comply with Loan Covenants. To maintain a minimum ESFA Financial Health of GOOD meeting the relevant ESFA criteria.
	Board Engagement: Ensure the Governing Board are actively involved in the financial oversight and strategic decision making.	Consider Financial Planning during the Board Strategic Planning Event.	
	Financial Risk Management: Establish a robust Risk Management Framework to identify, assess and mitigate financial risks.	Risk Register includes Financial Risks.	
Invest in technology to support the Digital Strategy.	**Technology and Innovation:** Invest in modern IT Infrastructure to support teaching and learning, streamline operations and enhance the student experience.	IT Infrastructure supports the Digital Strategy.	Achieve 100% campus-wide high-speed internet access to achieve BYOD goals.
	Invest in Financial Accounting and Reporting Software that enhances financial management and reporting, using data analysis to make informed decisions about resource allocation.	New financial software implemented.	System implemented by 1/8/2025
Reinvest in the college estate to ensure the facilities remain at a high standard, supporting teaching and learning.	**Improve and Enhance the Learning Environment:** Ensure all buildings and infrastructure meet safety standards and regulations.	Health and Safety Regulations are not breached.	H&S Audit Report does not identify any breaches.
	Improve, renovate and modernise facilities.	Facilities present a clean, well-maintained environment, with no areas of disrepair.	
	Capital Strategy: Develop a Capital Strategy that complements the Strategic Development and informs Financial Planning.	Capital Strategy exists to inform the annual operational capital programme, budget and financial forecasts.	
	Capital Investment Funding: Generate sufficient reserves to support reinvestment and maintain a reserve fund to handle unexpected expenses and long-term capital projects.	The college holds a reserves balance that enables the Strategic Objectives and Capital Strategy to be achieved.	Reserves as a % of Income 24/25 – 3% 25/26 – 3% 26/27 – 3%

4. PEOPLE

To be the place where people want to work, feel valued and share a passion to help our learners succeed. To support and inspire every learner and member of staff to make the most of their talents, skills and opportunities.

Objective	Actions	Success Measure	Specific Performance indicators to monitor achievement
Attract, recruit and retain the best staff.	Develop/embed the succession planning strategy. Develop the staffing structure to provide clear career pathways. Identify/offer career enhancement opportunities. Redevelop the Staff Recognition and Performance Monitoring Process.	Clear succession plans in place for key roles. Increased readiness of potential successors. Career pathway map. Clear and communicated career pathways. Increased staff awareness and satisfaction. Increased staff engagement in career development activities. Higher number of staff achieving digital and other qualifications. Enhanced staff recognition programmes. Improved performance tracking and improvement plans. Increased staff morale and motivation.	Number of succession plans developed. Progress reports on potential successor development of leadership and management skills. Number of new roles/progression routes created. Staff survey results. Internal promotion rates. Participation rates in professional development activities. Number of qualifications obtained by staff. Frequency of staff achievement celebrations. Performance review completion rates. Staff well-being survey results.
Further develop the Mental Health and Wellbeing strategy.	Develop and implement targeted programs and support mechanisms. Provide training for staff on mental health awareness and support. Establish and communicate clear procedures for intervention and support.	Improved mental health outcomes and wellbeing indicators. Enhanced staff confidence in supporting mental health issues.	Participation rates in mental health and support programmes. Student and staff satisfaction surveys.

5. INNOVATION

To actively search for novel ideas, leading technologies and the most effective ways of working that benefit our students, staff and employers.

Objective	Actions	Success Measure	Specific Performance indicators to monitor achievement
Further develop the Digital Strategy to support the delivery of teaching and learning.	Assess current digital tools and platforms used. Identify and implement Showbie Complete and TeacherMatic specifically to enhance teaching and learning. Provide ongoing technical support and training for staff and students. Provide opportunities for staff to act as Digital Champions and in return receive additional high levels of digital training.	Improved integration of digital tools in teaching. Increased student engagement and performance through digital means. Positive feedback on digital tools. Increased use of virtual learning tools. Reduction in staff workloads. Enhanced digital literacy and mastery among staff and students.	Adoption rate of new technologies. Student performance analysis. Feedback from staff and student surveys on digital tools. Achieve 100% staff and student participation in technology training. Greater creativity and digital skills being utilised by learners to support their progression routes.
Further develop the Staff CPD strategy to equip staff with the skills required to support the Digital Strategy.	Conduct a skills audit to identify gaps in digital competencies. Design and deliver targeted CPD programmes focused on digital skills. Monitor and evaluate the impact of CPD on teaching practices.	Enhanced digital competencies among staff. Positive feedback on CPD programmes. Improved use of digital tools in teaching.	Number of staff completing CPD programmes. Staff survey results on CPD effectiveness. Observed improvement in digital teaching practice. Number of staff achieving digital qualifications.
Encourage innovative teaching practices.	Create forums for sharing innovative teaching strategies and ideas. Pilot new teaching methods in selected courses. Evaluate and refine these methods based on feedback.	Increased implementation of innovative teaching methods. Positive feedback from students and staff on new methods. Improved teaching effectiveness.	Staff and student survey results.

6. SUSTAINABILITY

To be a resilient organisation which takes positive action to address climate change, creating a better environment for our learners, our staff and future generations.

Objective	Actions	Success Measure	Specific Performance indicators to monitor achievement
Develop a clear Sustainability Strategy.	Implement sustainability initiatives such as energy-efficient practices, waste reduction, and sustainable sourcing. To empower the ALT to produce an initial 3 year strategy for whole college sustainability.	Achievement of sustainability targets, increased awareness and engagement in sustainability initiative. A high quality strategic document with clear action plan.	Reduced energy consumption and waste. Improved recycling rates. Progress towards achieving sustainability targets. Reductions in waste, use of disposable resources, increases in recycling and increased opportunities for learners to be involved in sustainability actions beginning with a sub group of the learner voice to drive direction of learner travel.
Reduce the College's carbon footprint.	Implement energy efficiency measures (e.g., LED lighting, HVAC upgrades). Promote recycling and waste reduction initiatives.	Decreased carbon emissions and energy consumption. Increased recycling rates and waste diversion.	Reduction in energy usage. Reduction in CO_2 emissions. Recycling rates and waste diversion metrics.
Integrate sustainability into the curriculum and extra-curricular activities.	Promote student and staff-led sustainability projects. Conduct workshops and awareness campaigns on sustainability. Implement a learner voice sustainability group.	Increased awareness and knowledge of sustainability issues. Student participation in sustainability initiatives.	Number of sustainability-related courses and activities. Participation rates in sustainability projects. Participation rates in the sustainability committee.

"A SAFE, SECURE ENVIRONMENT WHERE STUDENTS DEVELOP THEIR CONFIDENCE AND RESILIENCE TO HELP THEM ACHIEVE AND PROGRESS."

Ofsted 2024