

**Ealing, Hammersmith  
& West London College**



# **ANNUAL REVIEW**

**2008-09**

“

*Our Student Union provides us with the opportunity to speak up for what we want. We provide feedback to senior management on issues ranging from curriculum development to food costs in the canteen.*

”

Sumaya  
President  
Student Union



# Putting Learners at the Heart of Everything We Do

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“

I didn't have the confidence initially to apply for Oxford University, but my tutor encouraged me so I went for it - I started in September 2009!

”

Daher  
A Level Student



# Foreword

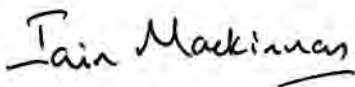
We are proud to present our Annual Review to you. You will find important facts about what we have been doing on behalf of the communities we serve, but most importantly you will find stories about our successful students and staff. That's why we're here. That's what our college is all about - and that's why our commitment to "Learner First" is so much more than a slogan! We hope you enjoy reading about our success.

Last year we said that though our College remains financially strong, "it is getting tougher". So it has proved - and given the well-known state of the nation's finances, colleges will do well in the coming years simply to maintain levels of Government income, whichever party wins the Election.

So, though our operating surplus is healthier than last year, the challenge of maintaining financial stability gets greater by the day. We need to make sure that we remain in a position to do good work, and to do that it is essential that we retain sound finances.

We are therefore deepening our commitment to earning funds from other sources beyond our core Government funding, to earning commercial income, and to other initiatives which enable us to make what we have go further. Our ambition to be useful is undimmed, despite the obstacles in our path.

We are fortunate that in tackling these challenges we have a well-run college, with dedicated, hard-working staff: we thank them all for their commitment and their success in serving our learners.



**Iain Mackinnon**  
**Chair of the Governing Body**



**Paula Whittle**  
**Principal/Chief Executive**

“

Competing is a great experience - you become focused and able to deal with pressure. My tutor was invaluable in motivating me to get to where I am.

”

Neil  
NVQ Level 3  
Joinery Student  
(2nd place) Word Skills  
Selection Squad 2009



# Who we are

Ealing, Hammersmith & West London College places the learner at the very heart of everything we do.

## What does this mean in reality?

It means that every decision we make centres around our 'Learner First' strategy. Our fundamental aim is to provide a safe and inspiring learning environment, to stretch and challenge all learners, to respond to their needs and to those of our community. Our staff use insight, innovation and creativity to meet these needs. As a college, we are particularly proud of the strong and effective relationships we have with partners, employers and the community. We constantly strive to improve our systems, procedures and processes so that all of our students, no matter what their background or ability, are given equality of opportunity and the chance to develop the skills they need to progress onto university or employment.

The 157 Group, of which we are a member, provides a voice for further education and promotes the significant contribution that colleges play in society. As part of the Group, we continue to work with colleagues in the FE sector to demonstrate how vocational education is the key to the future success of the UK economy. We aim to support the most vulnerable, challenge the most able and provide first class education and training to support the needs of both the individual and society as a whole.

## Our Values

- We put learners at the heart of everything we do
- We believe diversity is an asset to learning
- We value and celebrate the pleasure of learning and support students and staff in meeting their potential
- We treat students and staff as individuals, listening, respecting and responding to their needs
- We provide a safe and inspiring environment in which to work and study
- We value our students beyond their time at the college and will, wherever possible, continue to support them for as long as they need us
- We value the importance of meeting the needs of employers, partners and our local community through responsive, innovative and high quality service

*Four campuses in Acton, Ealing,  
Hammersmith and Southall... 22,821 students...  
1500 staff... annual turnover £57 million...*

# 2008/09... Our Journey

## September 2008

- We welcome Paula Whittle, our new Principal.
- QPR begin to manage our 1st football team and lead them to glory in the FE League Plate.
- World class athlete Derek Redmond is special guest at our Celebration of Achievement Awards Ceremony.
- Our Celebrating Diversity Competition draws in record numbers of entrants, including poets, chefs, dancers and artists.
- We introduce a new Business Administration Apprenticeship scheme in partnership with the London Borough of Hammersmith & Fulham.
- Six of our students receive a Helena Kennedy bursary - a national record for one college. The bursary is awarded to students who show the potential to achieve but who are unable to support themselves financially through university.

## October 2008

- Mohammed Baldo elected a record 2nd time as Student Union President.
- Atul Kochaar - 1st Indian chef to receive a Michelin star, cooks with our Postgraduate Diploma students for charity - raising £6000 for 'Find Your Feet'.
- According to the Guardian's 2009 National Student Survey, 89% of students studying our Higher Education programmes are satisfied with their course - the highest score across London for HE learners.

## November 2008

- Chef Mark Hix cooks dinner for 100 guests with our Postgraduate Diploma Culinary Arts students.
- We launch our 'Learner First' strategy.
- Students graduating from our Higher Education Courses include a Cambridge graduate who recognised the value of professional qualifications.
- We celebrate National Colleges Week.



Michelin star chef Atul Kochaar cooks with our students October 2008



Graduation November 2008



Ealing, Hammersmith & West London College 1st Football Team September 2008

## December 2008

- We start our re-branding project to bring our four main College campuses together as one organisation.

## January 2009

- Ray Holroyd, musician and music lecturer sets up Grade 9 Records to make sure that music created by our own students is given the opportunity to be released to the public - learn more at [grade9records.com](http://grade9records.com)

## February 2009

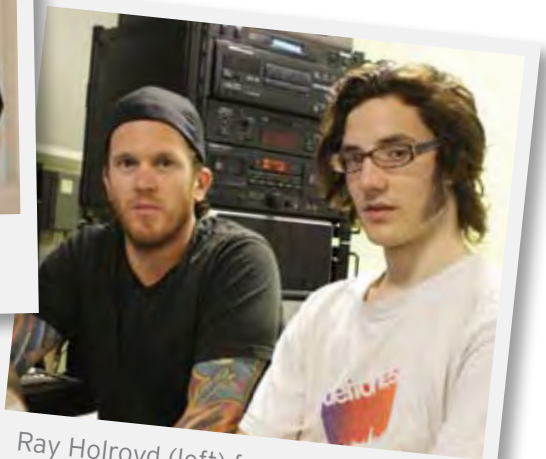
- Our annual Student Conference is held to emphasise the importance of the learner voice.
- We host the annual 'Young Chef of the Year' Award in collaboration with the London Borough of Hammersmith & Fulham.



Graduation November 2008



Habib receives his bursary from Helena Kennedy September 2008



Ray Holroyd (left) founder of Grade 9 Records January 2009



Quicksotic - part of Grade 9 Records January 2009

# 2008/09... Our Journey

## March 2009

- We launch 'Fast Track' a short course aimed at 16-19 year olds not in education, training or employment. The course offers a taste of a variety of vocational courses including Hair & Beauty, Construction and Hospitality & Catering.

## April 2009

- Martin J from Choice FM launches our new Sports Hall at our Hammersmith Campus . Students compete against QPR and win a penalty shoot out.

## May 2009

- We host the London region Skillbuild Awards for the 2nd year running, where our Plastering, Tiling, Carpentry and Joinery students scoop 1st, 2nd and 3rd prizes.
- Our NVQ Level 3 Afro Hair students sweep up at the National Afro Hair Awards for the second year running.



## June 2009

- Our students are invited to launch VQ Day at Parliament. Our College is the only College to sit on the VQ Day steering group in support of the benefits of vocational education.
- Air Cabin Crew students are invited to Beijing Olympics thanks to our strong links with Quanning College in China. Our students are the only College students from the UK to be invited to providing hosting services for the 'London House' at the Olympics.



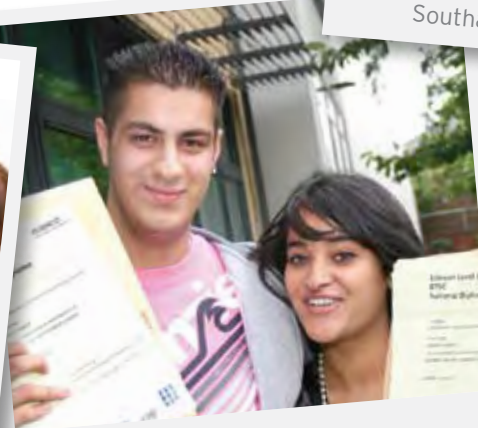
Paula Whittle with students at the launch of VQ Day 2009 at the Houses of Parliament



Air Cabin Crew students go to Beijing June 2009

## July 2009

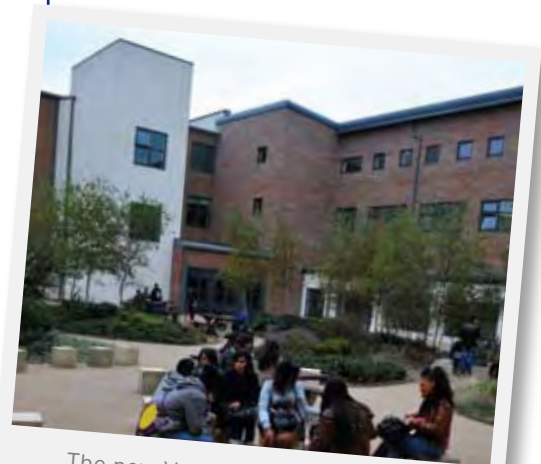
- We hold the first ever ESOL conference for teachers across the sector to come together and share best practice.
- Talented carpenter Neil Macartney comes a well deserved 2nd place in the final selection process to compete in World Skills.
- Student Union President Mohammed Baldo celebrates VQ Day with Alesha Dixon at the Royal Opera House.
- Supported Learners welcome actress Nadine Lewington who played Doctor Maddy Young in Holby City, as special guest at their annual awards ceremony.
- We are awarded 'Positive about Disability' status thanks to our commitment to employing and supporting people with disabilities and learning difficulties.
- Security guard Nabil Rai receives a 'Learner Choice' award at our staff awards ceremony thanks to his professional and friendly approach to students and visitors.



A Level results August 2009

## August 2009

- Student Daher accepts a place at Oxford to read Anthropology.
- Our BTEC National students achieve a 97% pass rate.
- Our A Level students achieve a 95% pass rate.
- We launch our own V Talent volunteer programme.
- We open our brand new Vocational Centre at our Southall Campus, offering first class facilities for Construction, Engineering and Hospitality & Catering to the local community.
- We launch the new Diplomas in Business Administration & Finance, Construction, Media, Hair & Beauty, Hospitality and IT.

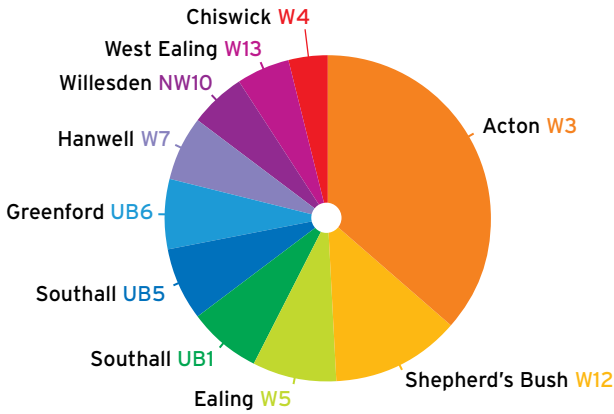


The new Vocational Centre at our Southall Campus August 2009

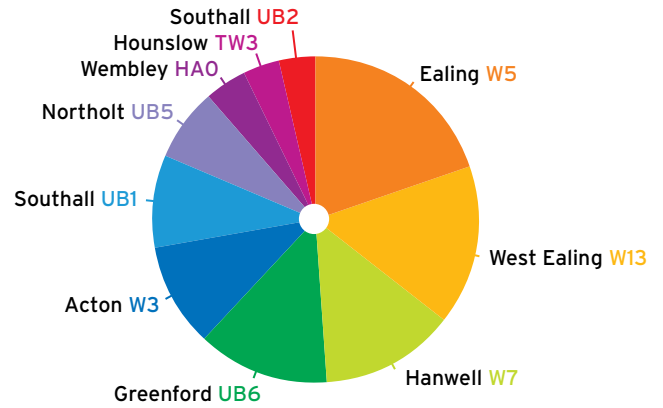
# Our Students

## Where do our students come from?

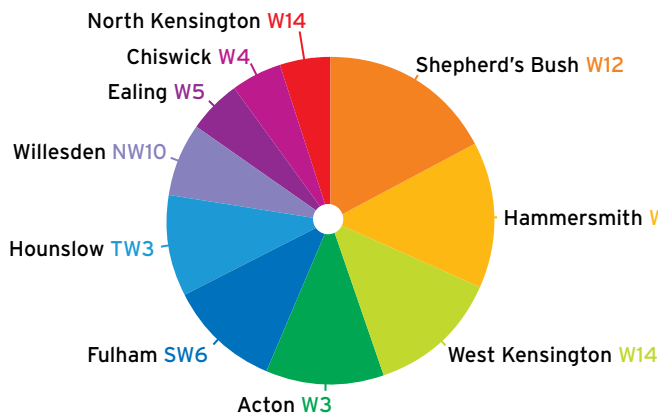
### Acton Campus



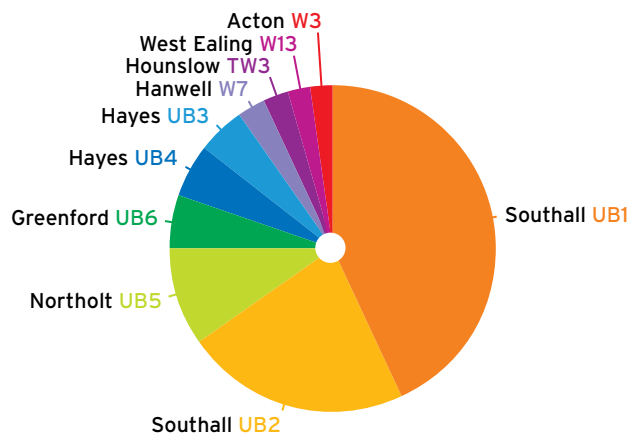
### Ealing Campus



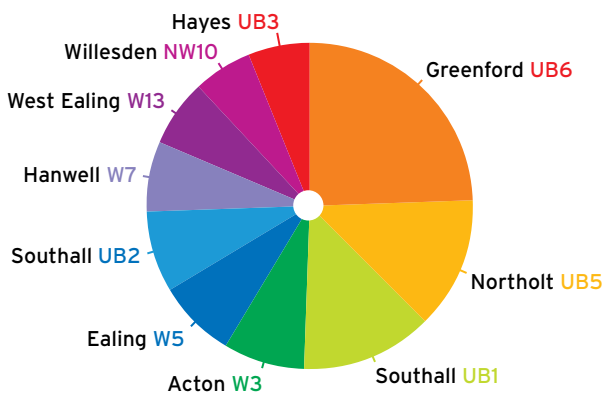
### Hammersmith Campus



### Southall Campus



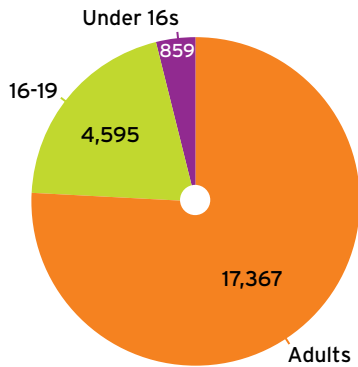
### Students in the community



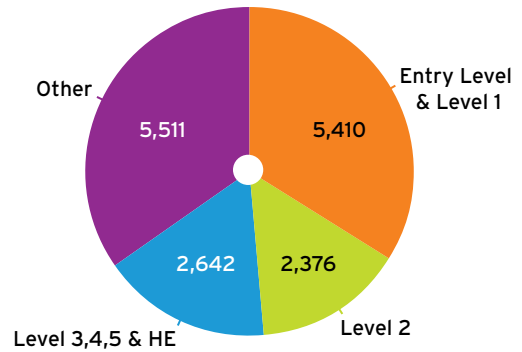
*Students from 27 different ethnic backgrounds*

# How old are our students and what do they study?

## Age



## Qualification Type



## 14-16 School Links Programme

Our school links programme continues to be successful. It is delivered in association with the London Boroughs of Hammersmith & Fulham and Ealing, and key partners including Mears Construction and the Ginger Hairdressing Group. We also work closely with local schools to ensure that young people in our community are given access to a range of practical courses and clear progression routes.

## Diplomas

We have a strong commitment to delivering Diplomas at Levels 1, 2 and 3, and played an integral role in delivering the Diploma pilot in 2008/09. The subject areas we deliver include Business Administration, Creative & Media and Construction, with the introduction of Society, Health & Development, IT and Travel & Tourism in September 2010. We continue to have strong links with local schools and first class organisations including the Lyric Theatre.

"The College is committed to local community and partnership working, and makes a good contribution to the development of the Diploma. The College is a member of a consortium which includes schools, colleges, universities and partners in the private sector. The new Diploma has been well planned and its structure makes very good use of the College's high quality facilities and resources. The planned inclusion of the university partner to teach one unit of the Level 3 Diploma is innovative."

Ofsted survey inspection programme 2008/09

95%  
A Level pass rate  
2009

97%  
BTEC National  
Diploma pass  
rate 2009

## 16-19

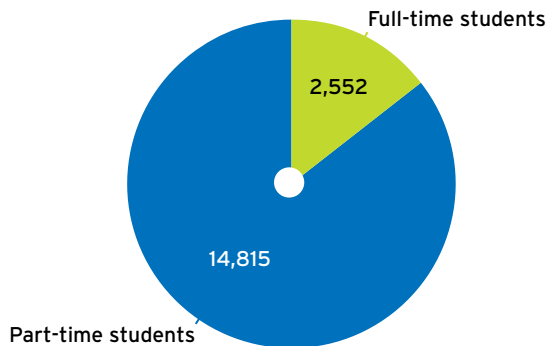
We deliver a mixed and balanced curriculum, offering students the choice of academic and vocational subjects, via different modes and levels.

93% of our  
16-18 year old  
students progress  
to university

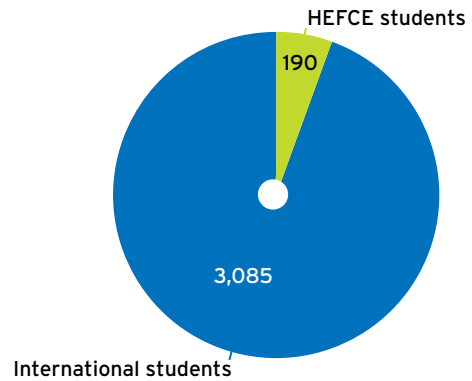
# Our Students

## Higher Education and International

Number of Adult Students 2008/09



HEFCE funded and None-HEFCE funded (International) Students



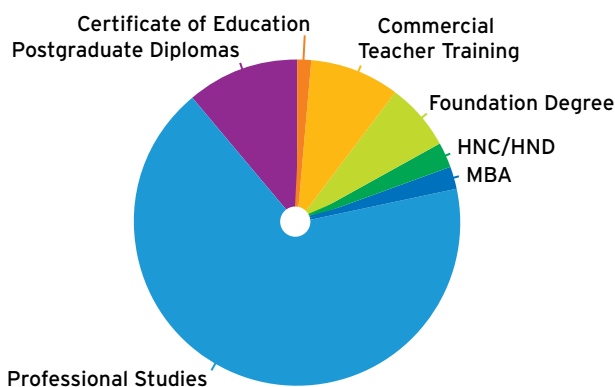
## Adults

We continue to respond proactively to Government priorities, and despite significant cuts in funding and decreases in full-time adult learners, we have adapted our provision to meet national skills needs. In doing this, we have established a clear offer that focuses on employability and support for business. We work with our local authorities, employers and regeneration partners throughout the capital to maintain and build upon our effective relationships. We are also developing our curriculum to support the new Qualification Credit Framework, enabling us to build our offer in line with Government priorities.

## Higher Education

Our Higher Education offer focuses strongly on practical skills and our strong partnerships with universities ensure that the Foundation Degrees we offer provide our students with clear progression pathways. We are continuing to diversify our HE provision with regards to HEFCE and non-HEFCE funded qualifications. We are developing ways of funding our own courses at Level 4 and above in particular to cater for the needs of our International market that currently contributes an income to our college of £4.2 million.

### Home and International Students



## International

Our international offer continues to grow and has seen significant increases in students arriving from abroad to study with us. The International market is one of the ways in which we intend to enhance our offer in order to meet funding gaps in other key areas. As the largest recruiter of overseas students, we have been recognised for our unique approach to marketing our offer, in particular, our strong relationships with agencies such as the UKBA, High Commission immigration offices abroad and the application of an effective monitoring process from application to graduation.

Please read our case study on page 25 of this document on how we are developing future growth in this area.

*International students bring £11.7 million into the West London economy every year.*

## ESOL/Promoting Social Responsibility & Community Cohesion

An Ofsted thematic survey programme in 2008/09 focused on Social Responsibility and Community Cohesion as well as narrowing the gap for literacy and numeracy. The inspection identified the following areas of good practice in our College:

- Innovative project work that promotes community cohesion
- The extensive English for speakers of other languages (ESOL) provision that encourages citizenship among learners
- The broad range of partnerships and collaborative work that is meeting the needs of hard to reach learners
- The highly inclusive culture that supports learners with learning difficulties and or disabilities very well
- A strong focus on meeting 'Every Child Matters' themes during tutorials

Read more about our outstanding ESOL provision on page 33.



*The promotion of equality & diversity is outstanding.  
The College's approach to inclusion is outstanding.  
Student support is good. Meeting the needs and interests of learners is outstanding.*



Ofsted  
Thematic Survey Programme 2008/09  
Social Responsibility & Community Cohesion

# Employers



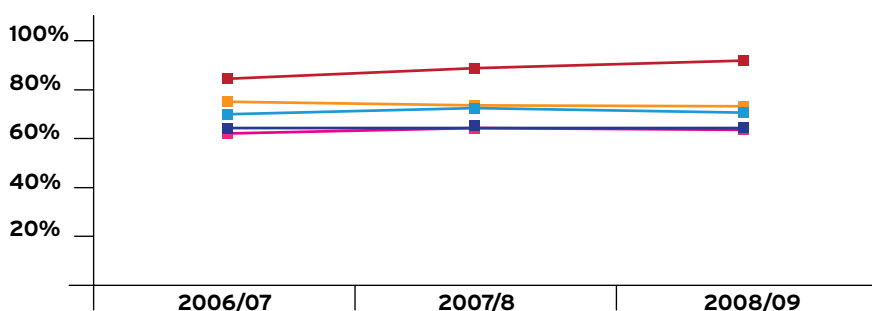
A fundamental aim of our Employer Engagement Strategy is to become the first choice for local employers, with a reputation for responsive, relevant and high quality training. RESPONSE Industry Skills and Training, our dedicated business liaison team, actively engages with business. They deliver a quality service by continuing to evaluate and improve priority training areas in construction, business, hospitality & catering and media. All of these areas are supported with Skills for Life English language, literacy, numeracy and IT.

The success of Train to Gain over the past 18 months demonstrates our ability as a college to meet both the needs of employers and those of the Government. We are also working with employers and key partners to build our own capacity and capability to drive forward our own employer agenda.

In 2008/09 we focused on implementing effective processes to record and review the impact of our training delivery to employers, as well as our own internal mechanisms which support this area of activity.

This academic year (2009/10) we have applied for Training Quality Standards (TQS) and will expand our processes and procedures to support employers. We are confident that our strategy is one that is fit for purpose and adds real value to the communities we serve.

## Train to Gain Performance

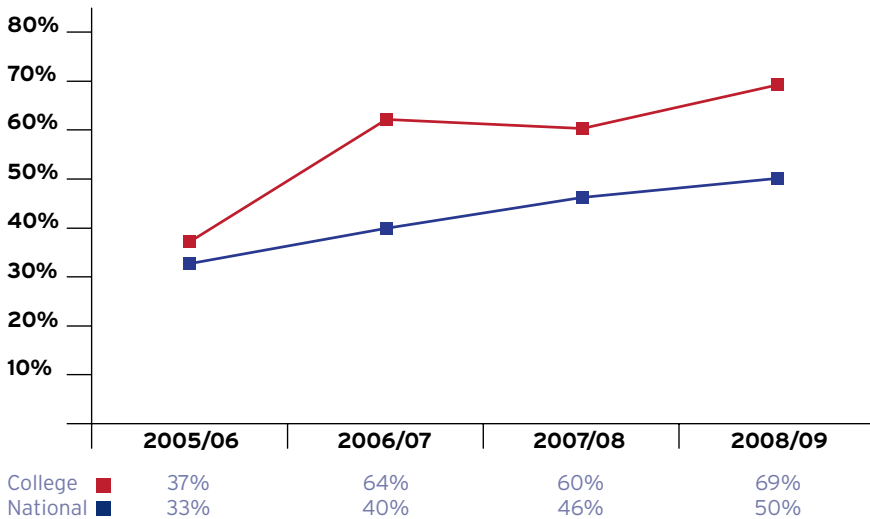


*312% increase  
in Train to Gain  
starts over 3 years...*

	2006/07	2007/08	2008/09
College	84%	88%	92%
Partners	63%	66%	64%
Consortium	70%	74%	71%
MLP	65%	65%	65%
GSR Benchmark	75.3%	72%	73.2%

Source: MIS/ProAchieve/LSC QSR reports

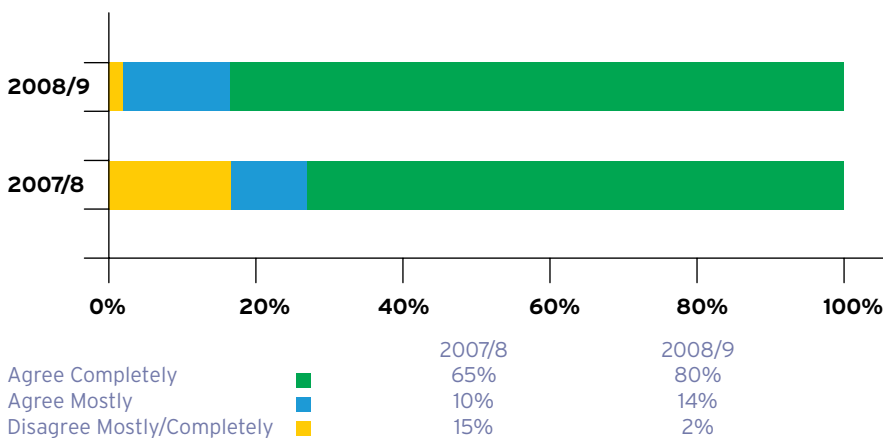
## Timely Apprenticeship Success Rates Compared to National Benchmarks for 2006/7 to 2008/9



Source: MIS/ProAchieve

*We have been above the national benchmark for the last four years, and have met our target since 2007/8.*

## I would recommend the College to others



## What employers say about us...

"We send all of our Apprentices to Ealing, Hammersmith & West London College."

Martin O'Brien  
Raphael Contracting

"The College continues to provide flexible training and assessment on our premises. These qualifications are an important part of our training programme to enhance staff in their work roles"

Emma Tracey  
Head of Vocational Development, Hammersmith Hospitals NHS Trust

"We have commissioned a number of Health & Social Care and Business Administration courses through RESPONSE and are more than satisfied with the quality of input from the trainers. We have also recently commissioned Skills for Life courses as part of our Skills Pledge commitment and found the discussions and planning with ESOL specialists to be very positive, they were able to reassure us that the assessments and courses would be contextualised for our Healthcare settings."

Chris Tyson  
Life Long Coordinator, East London Foundation Trust

“

*I wasn't expecting it at all as I'm not a teacher... I still can't believe I've won an award voted for by students!*

”

**Nabil**  
Security Guard  
Learner's Choice Award  
winner 2009



# Safeguarding

We recognise the absolute importance of ensuring our learners are safe and continue to embed appropriate policies into the curriculum and within service areas. Cross-campus, we promote a safe and inspiring learning ethos through our SHAPE (Safe/Healthy/Achieve/Positive Contribution/Economic Well-being) campaign, which underpins the Government's 'Every Learner Matters' agenda and is delivered through a range of interactive and extra-curricular activities throughout the year.



*Safeguarding is prioritised and an area of good practice is the harmonious ethos in which learners feel safe and feel their views are taken seriously.*



Ofsted  
Thematic Survey Programme 2008/09  
Social Responsibility & Community Cohesion

## Plans for the future...

Our road safety campaign is just one of the ways we are communicating a range of 'Keep Safe' messages, and in March 2010 we will present a petition of student, staff and parent signatures to Mayor of London Boris Johnson to request that road crossings outside our campuses are improved. The campaign is also supported through partnership working with local boroughs and the police.

To ensure that our staff are appropriately informed, staff members have undertaken safeguarding training, including bespoke online training and safeguarding officers have been appointed to support our strategy.

# Financial Statement

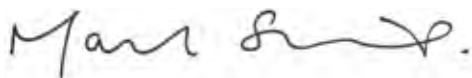
I'm pleased to report that in 2008/09, the College generated an operating surplus of £431,000 in an increasingly difficult business environment.

Our core Learner Responsive funding from the Learning & Skills Council remained steady at £41 million, but now represents only 71% of our income as other sources of income have increased, particularly employer responsive funding, home and international fees and commercial income. This proportion has fallen steadily from 84% over the last four years towards our longer term ambition of 50%.

One of the highlights of the year was the completion of the Vocational Block at our Southall Campus, which completed our post-merger property strategy. This major extension involved an investment of £3.6 million, largely funded from the College's own reserves, and opened to learners in September 2009. Our learners in Southall now have access to state of the art vocational facilities which replicate real work place environments. Workshops have been built for disciplines including Motor Vehicle, Plumbing, Electrical Installation and Carpentry, whilst a full scale commercial kitchen (complete with a rare electric tandoor oven) offers training in hospitality and catering.

Our award-winning International provision continues to expand through investment in new opportunities; in 2008/09 we became the first Further Education college to offer an MBA qualification (in association with the University of Wales).

Whilst we recognise that for at least the medium term future, Government funding for education will be constrained, we are determined to maintain our share of public funding as we know that we offer good value to our learners and to the tax payer. To continue to grow and invest in its provision, the College will need to become increasingly self-sufficient. This will involve generating strong financial surpluses through efficient internal operations and taking full advantage of external opportunities through our new Commercial Strategy.



Mark Sellis  
Deputy Principal  
Finance, Facilities & Estates  
February 2010

To view our full Financial Statement, please visit:

**[wlc.ac.uk/college/publications.asp](http://wlc.ac.uk/college/publications.asp)**

Balance Sheets as at 31 July 2009	Group	College	Group	College
	31 July 09 (£)	31 July 09 (£)	31 July 08 (£)	31 July 08 (£)
<b>Fixed Assets</b>				
Tangible Assets	18,034	85,034	83,889	83,889
Investments	-	-	-	-
<b>Total Fixed Assets</b>	<b>85,034</b>	<b>85,034</b>	<b>83,889</b>	<b>83,889</b>
<b>Current Assets</b>				
Debtors	1,421	1,420	2,034	2,036
Investments	6,500	6,500	5,500	5,500
Cash at bank and in hand	4,290	4,285	6,127	6,125
<b>Total current assets</b>	<b>12,211</b>	<b>12,205</b>	<b>13,661</b>	<b>13,661</b>
Less: Creditors - amounts falling due within one year	(7,382)	(7,376)	(7,074)	(7,074)
<b>Net current assets</b>	<b>4,829</b>	<b>4,829</b>	<b>6,587</b>	<b>6,587</b>
<b>Total assets less current liabilities</b>	<b>89,863</b>	<b>89,863</b>	<b>90,476</b>	<b>90,476</b>
Less: Creditors - amounts falling due after more than one year	(8,249)	(8,249)	(8,850)	(8,850)
Less: Provisions for liabilities	(1,741)	(1,741)	(1,710)	(1,710)
<b>Net assets excluding pension liability</b>	<b>79,873</b>	<b>79,873</b>	<b>79,916</b>	<b>79,916</b>
Net pension Liability	(12,379)	(12,379)	(6,227)	(6,227)
<b>NET ASSETS INCLUDING PENSION LIABILITY</b>	<b>67,494</b>	<b>67,494</b>	<b>73,689</b>	<b>73,689</b>
<b>Deferred capital grants</b>	<b>14,893</b>	<b>14,893</b>	<b>14,581</b>	<b>14,581</b>
Income and expenditure account excluding pension reserve	30,477	30,477	30,081	30,081
Pension reserve	(12,379)	(12,379)	(6,227)	(6,227)
Income and expenditure account excluding pension reserve	18,098	18,098	23,854	23,854
Revaluation Reserve	34,503	34,503	35,254	35,254
<b>Total Reserves</b>	<b>52,601</b>	<b>52,601</b>	<b>59,108</b>	<b>59,108</b>
<b>TOTAL</b>	<b>67,494</b>	<b>67,494</b>	<b>73,689</b>	<b>73,689</b>

Consolidated Income and Expenditure Account	Year Ended 31 July 09 (£)	Year Ended 31 July 09 (£)	Year Ended 31 July 09 (£)	Year Ended 31 July 08 (£)
	Before Exceptional Items	Exceptional Items	After Exceptional Items	
<b>Income</b>				
Funding Council grants	46,922	(401)	46,521	45,644
Tuition fees	6,476	-	6,476	5,434
Educational contracts	1,646	-	1,646	1,905
Other operating income	2,070	-	2,070	1,876
Other grant income	64	-	64	53
Investment income	502	-	502	963
<b>Total Income</b>	<b>57,680</b>	<b>(401)</b>	<b>57,279</b>	<b>55,875</b>
<b>Expenditure</b>				
Staff costs	38,131	51	38,182	35,002
Other operating expenses	14,507	432	14,939	16,335
Depreciation	3,951	-	3,951	4,082
Interest and other finance costs	660	-	660	362
<b>Total Expenditure</b>	<b>57,249</b>	<b>483</b>	<b>57,732</b>	<b>55,781</b>
<b>Surplus/(deficit) on continuing operations after depreciation of assets at valuation but before tax</b>	<b>431</b>	<b>(884)</b>	<b>(453)</b>	<b>94</b>
Taxation	-	-	-	-
<b>(Deficit)/surplus for the year retained within general reserves</b>	<b>431</b>	<b>(884)</b>	<b>(453)</b>	<b>94</b>

“

*Coming to College was a big step, but I'm really glad I did it. I enjoyed studying here so much I decided to stay on to do my A Levels.*

”

**Janki**

14-16 School Links Student  
Now studying A Levels



# The Future...

With Government funding cuts of over £3 million expected in 2010 our College, like many others across the UK, faces a challenging future. We are working hard to stop the cuts, offer solutions and continue talks with Government about the issues that face local communities as a result of these cuts. We are lobbying to protect vital services for our local community, in particular with regards to adults with ESOL needs (in particular, settled migrants) and students of all ages with Supported Learning needs. The current funding situation is likely to remain as such for several years and so we will become creative and realise our own ambitions. We will move away from a public sector way of working, rely less on the Government for our budgets and deliver skills and training through a clear commercial strategy.

Our Governing body and senior leadership team is "outstanding" [Ofsted] and we value the input of all members. In particular we are encouraged by the support of members from the local community who bring commercial experience and are able to offer strategic direction in terms of managing the current challenges. Through their support and the innovation of our staff, we are implementing effective ways of balancing our books, generating our own income and investing inwards. We are also reviewing our curriculum to ensure that it remains fit for purpose and is flexible enough to meet the changing demands of learners and employers.

Finally we will use our West London Student Trust to support those learners who face economic barriers and to ensure that everyone who contacts us has access to the power of learning.

**Our message to all of our learners** is one of commitment, to ensuring that your needs always come first. We will continue to provide a safe and inspiring learning environment so that you can succeed. We are so much more than a college; you will leave us as reflective and motivated individuals, ready to move on into an exciting future, whether that be further study, university or employment.

**Our message to individuals** is if you have been made redundant, or are worried about your future, talk to us. We have trained professionals who will help you plan your future. Our workshops for CVs and interview techniques, and 1-1 sessions will help you find the right qualification, look for job vacancies and improve your confidence.

**Our message to employers** is that although some training will never be paid for by Government - we will always find the best price to meet your budget. Where we can support you we will but no matter what, you will always receive quality training which delivers value for money.

**Our message to local communities** is that we are here to support you - through our links we can support each other and offer a stronger service to members of the community. We are ready to take on those who wish to further their education and help them to progress.

## Case Study 1

“

*It is important that the Government recognises the contribution to the UK economy of international students who come to the UK to access our globally recognised and respected education system.*

”

Catherine Vines  
Head of International  
Operations



# Home Office Awards our College 'Prestige Partner' Status



Two years after we were recognised by Her Majesty the Queen for our innovation in the way we approach international trade, we are now celebrating becoming a Home Office 'Prestige Partner', thanks to the exemplary way we market and recruit international students.

The news comes as 150 MBA Hospitality & Catering students graduate from our first MBA programme, which is accredited by the University of Wales.

Catherine Vines, Head of International Operations believes that our ability to anticipate market trends and the needs of countries wishing to benefit from a British education as well as our strong partnership with the UK Border Agency is what has helped us survive what has been an extremely challenging year for us.

Tightened controls of VISA regulations mean that recently over 84 colleges in London have lost their licences and our College has been inspected four times since April 2009. Fortunately, we have secured a 'highly satisfactory' grade and maintained our position as a market leader, a trajectory which shows the success of our commercial strategy.

"News is also spreading from country to country through word of mouth and we have recently taken our first intake of students from Sri Lanka thanks to recommendations from our contacts in South India. They will be coming to study NVQ Levels 2 and 3 in Hair & Beauty - and we can support what will be one of the first groups of students emerging out of the country since the Tsunami which is very exciting. We are also continuing to build links with prestigious employers including Harrods and the Royal Household who offer unique opportunities for our students."

Catherine Vines  
Head of International Operations

## Case Study 2

“

*I was out of work and a single mum - now, thanks to the support and advice from the College I am working towards creating an exciting future for my family.*

”

Sonnet  
Teacher Training Student



# Working in Partnership with Europe's Biggest Retail Centre



We are a close strategic partner of the £1.6 billion Westfields retail project in Shepherd's Bush which opened in 2009. We continue to work closely with the London Borough of Hammersmith & Fulham and Jobcentre Plus, particularly with regards to the Work Zone, the one-stop-shop which is based in Shepherd's Bush library within the Westfields complex. The Work Zone offers advice and guidance to members of the community as well as recruitment and training support for retailers both in the shopping centre and the local community.

The aim of the Work Zone is to increase economic prosperity, build solid links with businesses, and provide support during the current economic climate. Future developments in this area include the launch of a National Skills Academy for Retail in partnership with Thames Valley University.

"The Work Zone is really going to help me, particularly in the run up to Christmas. Trade is continuing to increase for us despite the current economic climate and I'm receiving 400-600 CVs a month. The CV filtering service will help me to devote more time to training our employees and support the wider business needs of Topshop."

Georgina Wright  
Training and Recruitment Manager at Topshop, Westfields

"I've found the Work Zone really useful, it's a great idea to provide a clear interface between the public and the services that can help them find employment and top up any skills gaps they have. I am hoping to come back to take advantage of the interview technique workshops."

Stuart Powell is just one member of the community who is taking full advantage of the Work Zone. He lives locally, is currently working part-time and looking for a full-time job.

"Our permanent presence in the Work Zone gives residents easy access to College services, including impartial information, advice and guidance. In addition, it is a fantastic support mechanism for employers in terms of recruitment and training."

Paula Whittle  
Principal/Chief Executive

Visit: [www.workzoneonline.co.uk](http://www.workzoneonline.co.uk)

## Case Study 3

“

*Our College  
Apprentice  
project delivers  
a platform of  
skills so that  
students can  
hit the ground  
running.*

”

**Jay Glover**  
Higher Education  
Curriculum Leader  
BECTA Next Generation  
Learning Award Winner  
2010



# The Only College in London to Receive Molenet Academy Status!



We are proud to announce that as a result of the outstanding innovation by staff in the use of Information Learning Technology (ILT) to deliver teaching and learning, we have been awarded MoLeNET Academy status by the Learning and Skills Network - the only college in London to achieve this national accolade.

Over the past two years, our College has invested significantly in Information Learning Technology to revolutionise the way lessons are delivered. Students are using the latest technology to enhance their learning, with next steps involving work with employers regarding bespoke training software. Plans also involve a significant partnership with Google to develop ways of using IT to support teachers and learners.

Our in-house ILT department also plays a key role in supporting staff who wish to use technology to engage with hard to reach students. A key objective of the Molenet Academies is to encourage continual professional development amongst those teaching within further education.

“Our College Apprentice project makes our HE courses exciting. Based on Alan Sugar’s ‘The Apprentice’, the project involves students working in teams to research and develop new business ideas for a range of business sectors. The whole programme is fully supported with cutting edge technology which allows access to collaborative spaces guided by online mentors. In addition there is a fully resourced online pack dedicated to supporting the project. Already, one student has received a job offer in direct relation to the skills she learnt on the College Apprentice project.”

Jay Glover  
Higher Education Curriculum Leader  
BECTA Next Generation Learning Award Winner 2010

“Introducing blended learning has seen a marked increase in enrolments - the idea is to meet the needs of busy professionals who find it hard to manage a busy work and home life and have to come to college two evenings a week. By giving learners online access to learning resources, tutors and a peer forum to discuss coursework, we are using new technology to empower our students, make studying easy and ultimately help them succeed.”

Tristan Callaghan  
CIPD Business Lecturer

## Case Study 4

“

*The skills I learnt as a recycling assistant have helped me develop as a person and gave me the confidence to apply for a real work placement.*

”

Michael  
Skills for Work Student



# Supported Learners Help our College go Green

Recycling rates have risen exponentially at Ealing, Hammersmith & West London College since supported learning students, those with learning difficulties and disabilities, were hired as recycling assistants.

Not only has the volume of paper and cardboard collected increased substantially, but the number of materials collected has also grown, with plastic, tins, ink cartridges and mobile phones being added to the list of recycled goods.

Our aim is to lead the way in creating employment opportunities for students in our Supported Learning Division, demonstrating to local businesses how promoting inclusion within the workforce can lead to an improvement in performance.

The recycling initiative is but one strand of our equality and diversity agenda. We have a large discrete provision for learners with learning difficulties and disabilities, including a specialist centre to support those with Asperger's Syndrome. We believe that the diverse background of our College and its learners should be celebrated and used as a resource in teaching and learning.

"Our recycling initiative is crucial in helping supported learners find jobs with local employers. Not only does it equip students with the skills to obtain employment, but it also enables the College to show how they can be a benefit to local businesses. We have about 200 students who are supported and our aim is to lead the way in creating employment opportunities for them. Each recycling assistant is paid the national minimum wage for their two hours work and we provide a team of dedicated job coaches who support our students in sustaining paid employment. I don't see disability in any of my students, only ability."

Alfreda Ahmed  
Employment Inclusion Programme Manager

The project started in May 2008 on one campus and thanks to its success, is now running on three of our campuses. New recycling assistants are recruited each term and are required to go through a full recruitment process including filling in an application form and taking part in a job interview. Students learn about interview skills, team building, form filling and time management, helping them to build confidence and gain experience and self worth. They are realistic procedures for going for a job and not all will be successful. Nevertheless, thanks to his experience on the project, student Michael Johnson was offered an eight week work placement at TfL. He completed his placement to great success and is now looking for full-time employment.



Our Recycling Assistants

## Case Study 5

“

*As well as improving my English, I have developed my confidence and am looking forward to moving on in education.*

”

Ranjit  
ESOL Student



# IELTS Status - a College First for West London



In 2009 we were granted International English Language Testing status by the British Council - the first in West London.

The International English Language Testing System (IELTS) is a compulsory English language qualification for those wishing to work or study in countries where English is the language of communication. It is used by employers, immigration and universities to test students' English language capabilities and is offered at only eight centres across the capital.

Testing students' abilities in listening, reading, writing and speaking, IELTS gives students who either wish to master the basics of the language, study up to postgraduate degree level or secure employment, the opportunity to do so.

"It is a huge achievement for us to have been granted IELTS status by the British Council. West London is extremely diverse and this is reflected in our student population. For us to be able to offer this specialist qualification means that we are actively helping students to succeed and integrate effectively into the local community. I would like to congratulate our outstanding ESOL department for their hard work and dedication to meeting the needs of our learners and playing such an important role in their progression in education or employment."

Paula Whittle  
Principal/Chief Executive

IELTS is recognised by universities and employers in many countries, including Australia, Canada, New Zealand, the UK and the USA. It is also recognised by professional bodies, immigration authorities and other government agencies.

## First ESOL Conference a Success

Over 150 guests attended our first ESOL conference in July 2009. Teachers and resource managers from across the South East of England were invited to attend the event to listen to and share best practice, some travelling from as far away as Southampton. They had the opportunity to listen to researchers and experts from within the ESOL community.

Recognised as "outstanding" by Ofsted our ESOL department attracts over 3,500 English language students every year from 96 countries. Our College is the biggest provider of ESOL in the UK and offers English courses in the community in addition to on campus.

## Case Study 6

“

*By introducing PRINCE2 methodology we have been able to maintain focus and momentum.*

”

**Joanne Miles**  
Teacher Trainer  
Project Coordinator  
and PRINCE2 Project  
Manager



# Bringing the Best of the Private Sector into the Public Sector

Teacher trainers at our College are leading the way in the development of quality curriculum delivery by using techniques from business to organise cross-college training projects.

Undertaking a significant cross-college project involving over 600 staff, Joanne Miles, (Teacher Trainer, Project Coordinator and PRINCE 2 Project Manager), introduced PRINCE2 project management principles to deliver Supported Experiments, a teacher development project designed to enhance learning through innovation and peer-support.

“In my experience, projects such as Supported Experiments are introduced into FE and then tend to flounder halfway through. By introducing PRINCE2 methodology, we have been able to maintain focus and momentum. The methodology has also shown us how to plan in stages and helped us to monitor progress very carefully.”

Joanne Miles  
Teacher Trainer  
Project Coordinator and PRINCE 2 Project Manager

Results from year one of the Supported Experiments project have seen participation and achievement improve significantly, in particular with regards to Essential Skills (language, literacy, numeracy and ICT), one of our key strategic objectives. Overall, a third of the teachers have reported definite improvements in achievement following their experiments. The project is now in its second year at Ealing, Hammersmith & West London College.

“Using PRINCE2 principles and methods helped identify clear stages, manage the communications, track progress and keep up momentum. It really helped us to manage a complex project very effectively, and most importantly, achieved results in improving teaching and learning.”

Joanne Miles  
Teacher Trainer  
Project Coordinator and PRINCE 2 Project Manager

PRINCE2 methods are commonly used in commercial environments to accelerate business change in a structured and controlled manner over a defined period of time. One of the key recommendations of PRINCE2 is to identify appropriate expertise for a project so we involved the Learning & Skills Network to support the peer coaching aspect of Supported Experiments.

“I don't know of a college that has implemented Supported Experiments with more drive, enthusiasm and rigour. The way you have project managed the initiative has really worked and that's a great credit to you.”

Geoff Petty  
Teacher Trainer and Author

“Through combining Supported Experiments with solution focused team coaching and facilitation, Ealing, Hammersmith & West London College has come up with a genuinely innovative and remarkably effective way of improving teaching and learning in the college that I am convinced many other colleges will soon follow.”

Shaun Lincoln  
Director (Leadership and Management)  
Learning & Skills Network



## **Iain Mackinnon Profile Chair of Governors**

Though he runs a private consultancy, Iain sees himself working in the public service in the field of publicly-funded vocational education, as he has for over 30 years. In the first 10 years of his career he was a civil servant, as a Jobcentre manager, helping to set up the Youth Training Scheme in East London, working in Whitehall on adult training policy and as Assistant Private Secretary to the Secretary of State for Employment. He left to run a training and jobsearch charity in Docklands, and then to set up London East Training and Enterprise Council as its first Chief Executive. He has been a consultant since 1993, running his own Ealing-based business - The Mackinnon Partnership - since 1999, initially in Perivale, now in central Ealing, overlooking our Ealing Campus. The company is a public policy consultancy, specialising in the skills and employment field, working, for example, for Sector Skills Councils, the UK Commission for Employment and Skills - and the LSC!

Iain became a governor of Ealing Tertiary College in 1999, and Chair of Ealing, Hammersmith & West London College in January 2005. Formally his role is to lead the Board in setting the educational character of the college - which Iain interprets to mean striking as intelligent a balance as possible between what national Government wants, and what our local communities deserve. He's always been committed to helping people to make the most of their abilities, wherever they lie, so his instincts are to push the boundaries, to challenge apparent obstacles and always to work to ensure that the college provides the best possible service. He is a firm believer that we will only get 'parity of esteem' between academic and vocational when vocational education is properly valued - which is why he wrote articles making the case for VQ Day, and worked behind the scenes to win support for it.

### **Memberships**

- Director, Ealing Broadway Business Improvement District (partly to give a voice to smaller companies; partly to look after the college's interests)
- 'Expert' contributor of a blog on CIPD's People Management website
- Contributor of articles and letters to the TES's FE Focus
- Member of the Editorial Advisory Board, Regeneration and Renewal magazine (where he presses to ensure that the people side of regeneration gets proper coverage)
- Former non-executive director, West London Mental Healthcare NHS Trust



## **Paula Whittle Profile Principal/Chief Executive**

Paula Whittle has worked in education across the UK for over 30 years. Her passion for understanding the complex developmental needs of the learner and commitment to providing the highest standards of delivery to improve the learner journey has seen her become a true curriculum specialist. Paula started her career as a teacher, progressing quickly to manage, direct and most recently lead educational institutions to great success. One of her proudest achievements includes guiding a college deemed unsatisfactory by Ofsted to good with many outstanding features within three years. With her in-depth experience of the schools sector, further and higher education system, including Open University, Paula now leads one of the largest colleges in the UK, within one of the most diverse communities in London.

Paula's continuing ambition is to give everyone access to the power of learning. Her belief is that education enriches lives, gives learners credibility and is a strong tool for social mobility with a proven contribution to the UK economy.

### **Memberships**

- 157 Group representative on the LSIS Board
- AoC Regional Committee member (London)
- AoC Sector Skills Champion (Health & Care)
- Governor of the Working Men's College for Women and Men
- Secondary School Governor
- Director of Ealing and Hillingdon Education Business Partnership
- Ealing Children's Trust Board
- Hammersmith & Fulham Children's Trust Board
- Member of the Secondary Heads Group for Hammersmith & Fulham and Ealing
- London Chamber of Commerce Council
- London Capital Colleges Board
- Director of West London Business

## Our Governors

### Iain Mackinnon

Chair of Governors  
Member of Finance & General Purposes  
Committee and Remuneration Committee.

### Cllr Julia Clements-Elliot

Vice Chair of Governors  
Chair of Committee for the Appointment  
& Development of Members

### Paula Whittle

Principal/Chief Executive  
Member of Finance & General Purposes  
Committee, Committee for the Appointment  
& Development of Members, Estates  
& Capital Projects Committee, Quality  
& Performance Monitoring Committee

### Harjit Bagga

Member of Finance & General  
Purposes Committee

### Su Bryant

Vice-Chair of Finance & General  
Purposes Committee  
Member of Appointment & Development  
of Members

### Hilary Cowell

Vice Chair of Quality & Performance  
Monitoring Committee

### Andrew Christie

Local Authority nominee London Borough  
of Hammersmith & Fulham. Chair of Audit  
Committee

### Daniel Ghussar

Member of Estates & Capital Projects  
Committee

### Cllr Ian Gibb

Local Authority nominee London Borough  
of Ealing

### John Marston

Chair of Estates & Capital  
Projects Committee  
Member of Audit Committee

### Geoffrey Melling

Chair of Finance & General Purposes  
Committee  
Chair of Remuneration Committee

### Jane Milton

Member of Quality & Performance  
Monitoring Committee

### Michael Olayinka

Member of Quality & Performance  
Monitoring Committee

### Murtaza Shaikh

Member of Quality & Performance  
Monitoring Committee

### Tony Summers

Co-opted Member of Audit Committee

### Ashok Verma

### Christine Whatford

Chair of Quality & Performance  
Monitoring Committee

### Richard Willmer

Teaching Staff Governor  
Member of Quality & Performance  
Monitoring Committee

### Jeremy Wilson

Vice Chair of Estates & Capital  
Projects Committee  
Member of Quality & Performance  
Monitoring Committee

## Our Senior Management Team

### Paula Whittle

Principal/Chief Executive  
Hammersmith Campus

### Richard Pilkington

Deputy Principal  
Teaching, Training & Learning  
Hammersmith Campus

### Tim Hulme

Deputy Principal  
Business & Enterprise  
Hammersmith Campus

### Mark Sellis

Deputy Principal  
Finance Facilities & Estates  
Ealing Campus

### Beatrice Movaghar

Director  
14-19 Provision  
Southall Campus

### John Smith

Director  
Learner Engagement  
& College Improvement  
Ealing Campus

### Satwant Deol

Director  
Planning and Performance  
Hammersmith Campus

### Shagufta Shahin

Director  
HE, Adult & Community  
Hammersmith Campus

### Sheila Fraser-Whyte

Director  
Skills & Training  
Acton Campus

### Steve Butler

Director  
Human Resources  
& Change Management  
Acton Campus

## Our Student Union

### Sumaya Dahdouh

President

### Michael Olayinka

Governor

### Murtaza Shaikh

Governor

### Giorgi Makharashuil & Meng-Ge

Centre Officer  
Acton Campus

### Massera Elsheikh

Centre Officer  
Ealing Campus

### Heshma Baker & Ghazel Ibrahimi

Centre Officer  
Hammersmith Campus

### Abdishakur Mohammed

Centre Officer  
Southall Campus

### Andrew George

Clubs and Society's Officer

### Sara Rose

Equality & Diversity Officer

### Jasmine Marry Rojendian

Disabilities Officer

### Prablin Arura

Women's Officer

### Jonas Stout

Mature Students' Officer

### Ibtisam Zein

Black Students' Officer

### Wafa Abod

International Officer

## Achievements & Accreditations



"...for innovation and excellence."



"...innovation in our approach to marketing education abroad."



"...commitment to improving skills for employment and national competitiveness."



"...commitment to providing specialist vocational provision, characterised by close links with other learning providers and employers."



"...commitment to promoting the benefits of disabled people in the workplace."



"Excellence in delivering information, advice and guidance on learning and work."



Recognition of our ability to "...The exploitation of ubiquitous handheld hardware, wireless networking and mobile telephony to facilitate, support enhance and extend the reach of teaching and learning"

## Our Partners



The 157 Group was established in March 2006, in response to the recommendation of Sir Andrew Foster in his report 'Realising the Potential'. In paragraph 157, he advocates a greater involvement of principals in national representation, in particular those from larger, successful colleges where management capacity and capability exists to release them for this work. There is a strong need for articulate FE College principals to be explaining the services they give to society and how colleges can make a significant contribution to the economy and to developing fulfilled citizens."



## Our College Campuses

### Acton Campus

Gunnersbury Lane  
Acton  
London W3 8UX

### Ealing Campus

The Green  
Ealing  
London W5 5EW

### Hammersmith Campus

Gliddon Road  
Barons Court  
London W14 9BL

### Southall Campus

Beaconsfield Road  
Southall  
Middlesex UB1 1DP

### Greenford Community Centre

170 Oldfield Lane South  
Greenford  
Middlesex UB6 9JS

**wlc.ac.uk**  
**020 7565 1200**

## How to contact us

If you are interested in studying with us contact our  
College Information Centre:

**0800 980 2175**

**cic@wlc.ac.uk**

If you are an employer and interested in training, contact  
Ealing, Hammersmith & West London College: RESPONSE

**0845 833 2328**

**response@wlc.ac.uk**

If you are interested in a career at Ealing, Hammersmith & West  
London College, or would like to become a Governor, contact:

**0208 993 1669**

**personnel@wlc.ac.uk**