



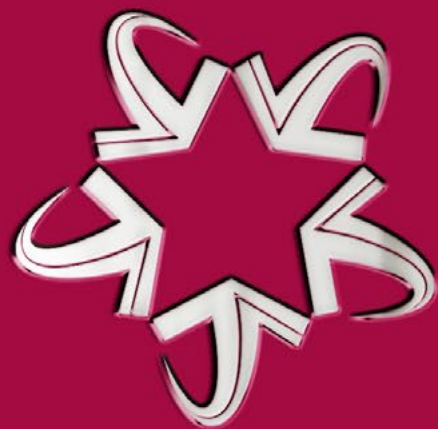
TRAFFORD &
STOCKPORT
COLLEGE GROUP

The Trafford & Stockport College Group

STRATEGIC PLAN

2024-30

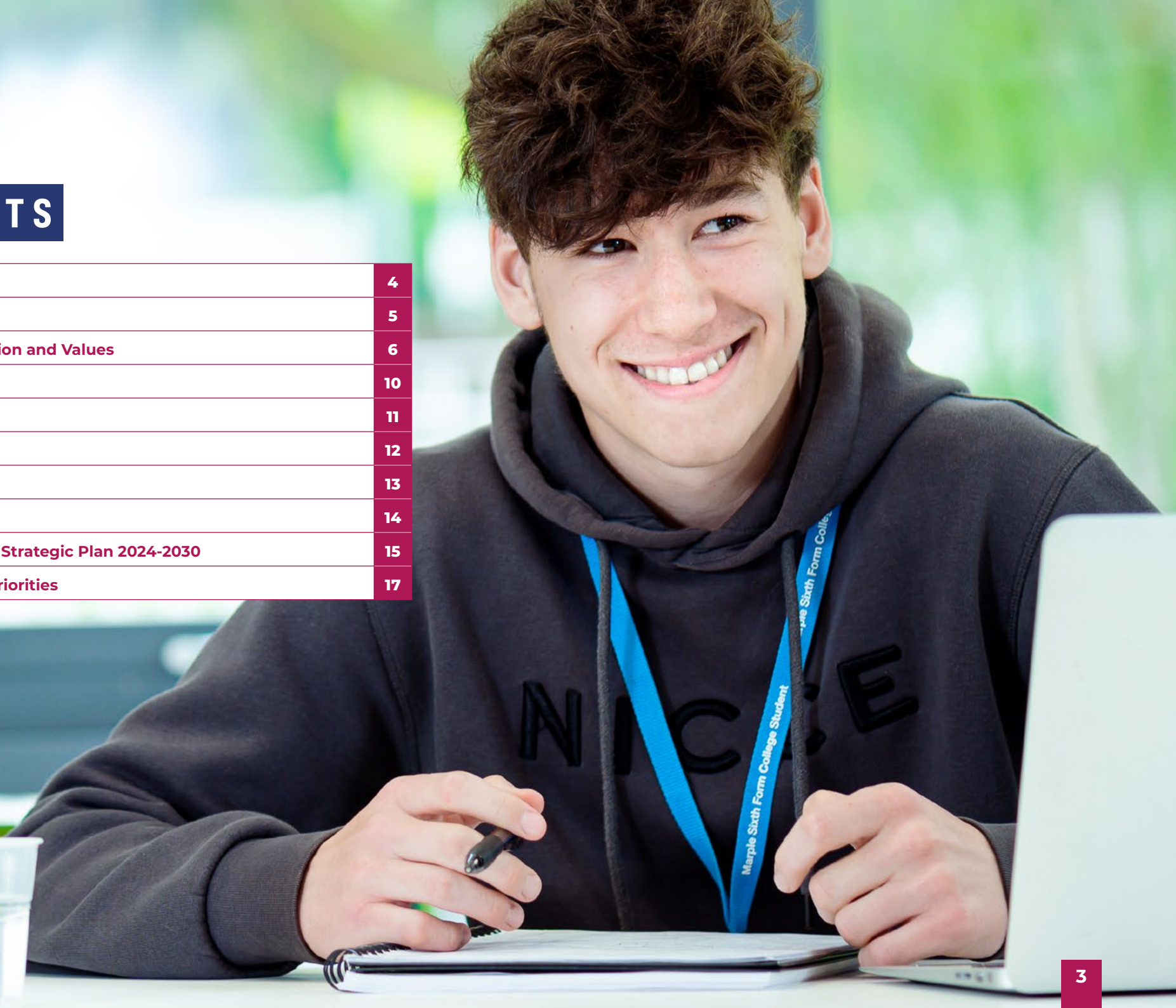






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CHAIR'S FOREWORD

The Trafford and Stockport College Group plays a pivotal role in shaping not just the educational landscape but also the broader economic and social fabric of our region.

Our work directly impacts the lives of students, their families, and local employers.

By focusing on the skills needed for the future, fostering inclusivity, and responding to the challenges of today's economy, we aim to create long-lasting change.

This Strategic Plan is a testament to our commitment to delivering opportunities that enhance prosperity and equality across our communities.



Graham Luccock,
Chair of the Corporation





PRINCIPAL'S FOREWORD

As we embark on this new chapter with our Strategic Plan 2024-2030, the Trafford and Stockport College Group remains steadfast in our ambition to shape the future of education and skills in our region. Our mission is clear: to unlock the potential within our communities, support individual success, and meet the needs of a dynamic, evolving economy.

TSCG has been on an incredible journey, navigating two mergers in three years and a global pandemic, and yet we have continued to thrive. During that time, we have built a national reputation for excellence through WorldSkills UK and pioneered hugely successful approaches to student engagement and enrichment.

Today, we serve over 13,000 students, work with more than 1,500 businesses, and employ over 900 colleagues. As we look forward, our new Strategic Plan builds upon the achievements of the past while positioning us to embrace the opportunities ahead.

Our vision focuses on delivering exceptional learning experiences, fostering innovation, and ensuring we are the college of choice for both students and the FE workforce.

Collaboration with our communities and partners is key, and with their support, we will create successful futures for all who put their trust in us.

Our new strategy also sets out how we intend to respond to the risks and opportunities that face us right now and will continue to face over the next six years.

Together, with our many partners, we are committed to driving forward a sustainable future, investing in quality facilities, and responding to the evolving opportunities presented by our local, regional, and national landscapes.



James Scott,
Principal and Chief Executive





PURPOSE

Unlocking Potential for Successful Futures.



VISION

**To lead the way
for a city region
where everyone
has the education
and skills to
succeed in life
and work.**



MISSION

**Together we
elevate skills,
shape futures
and transform
lives.**





VALUES

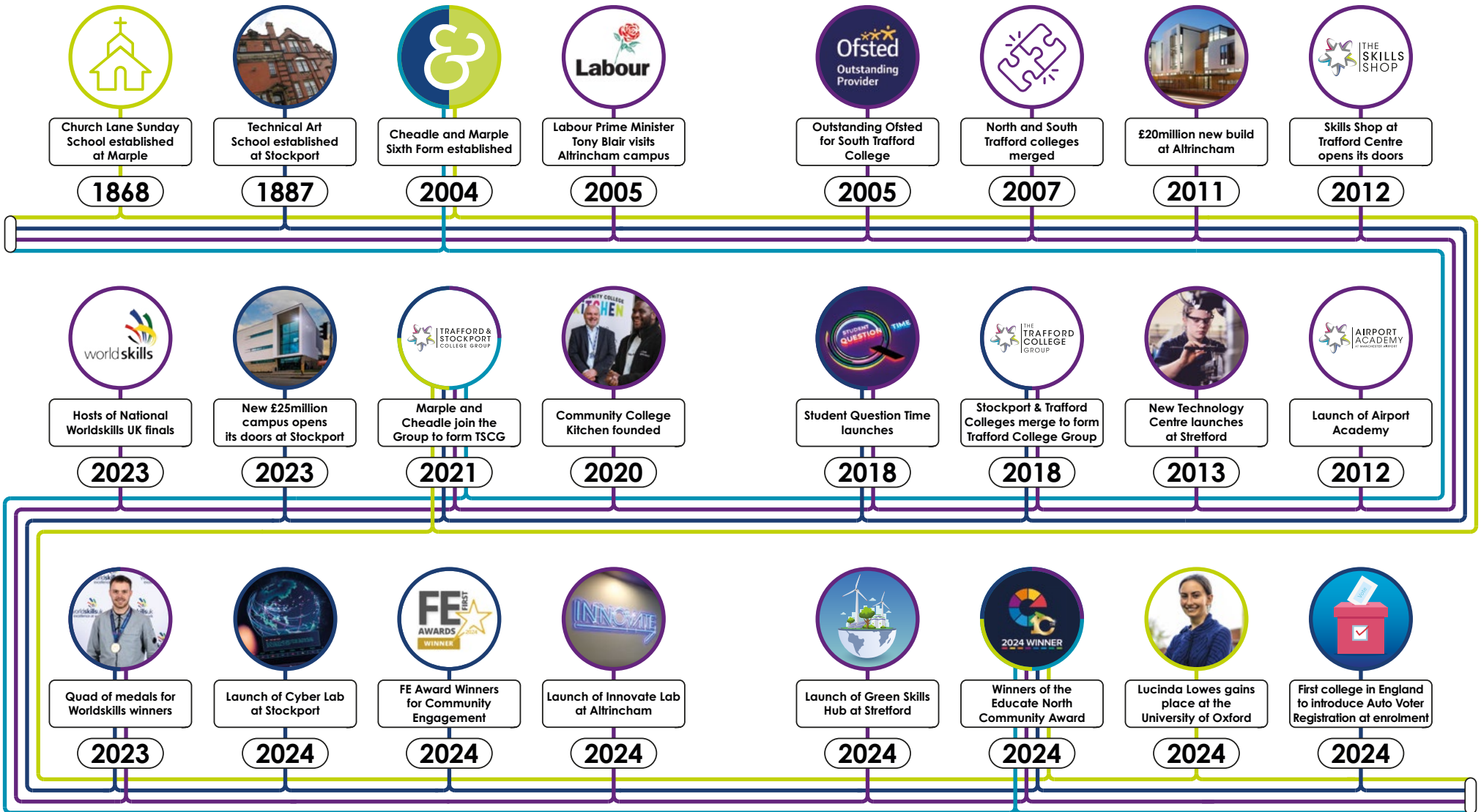
AMBITIOUS | COLLABORATIVE | INCLUSIVE | RESILIENT | RESPECTFUL

TRAFFORD AND STOCKPORT COLLEGE GROUP

TIMELINE

KEY

- Marple
- Cheadle
- Stockport
- Trafford



ABOUT US

KEY FIGURES



OVER
900
COLLEAGUES



OVER
6000
ADULTS



5500
YOUNG PEOPLE



1500
APPRENTICES



OVER
400
UNIVERSITY CENTRE STUDENTS



ANNUAL
INCOME OVER
£50m

TRAFFORD AND STOCKPORT COLLEGE GROUP

KEY PARTNERS



WE ALSO WORK WITH **OVER 200 SCHOOLS** ACROSS GREATER MANCHESTER

TRAFFORD AND STOCKPORT COLLEGE GROUP

OUR EMPLOYERS

WE WORK WITH OVER **1500** EMPLOYERS INCLUDING...





STRATEGIC PRIORITIES

1

STRATEGIC PRIORITY 1

Providing a curriculum that delivers the skills our economy needs – locally, regionally and nationally.

2

STRATEGIC PRIORITY 2

Positioning TSCG as the employer of choice for the further education workforce.

3

STRATEGIC PRIORITY 3

Delivering an exceptional student experience.

4

STRATEGIC PRIORITY 4

Ensuring financial stability and sustainability.

5

STRATEGIC PRIORITY 5

Driving innovation in technology, facilities and skills delivery.

6

STRATEGIC PRIORITY 6

Providing civic leadership to positively influence our communities.



INTRODUCTION

TO TSCG STRATEGIC PLAN 2024-30 OUR BIG 6 STRATEGIC PRIORITIES



Our purpose, the reason for our existence, is to **unlock the potential for the successful futures** of all who form part of our college community. Principally, we strive to unlock the potential of the many thousands of students who join us each year: adults, apprentices and young people; and to support their success on their chosen course, enabling them to achieve their wider career and life aspirations. Ultimately, through this, we aim to unlock the potential of the hundreds of employers we work with; for the success of their organisations; as well as unlocking the potential of our own local communities as an anchor institution for the success of our neighbourhoods. Finally, we will only achieve all of this through our amazing colleagues at TSCG, and through unlocking their potential as professionals and supporting their success as the college workforce.

unlocking potential for successful futures...



lead the way for a city region where everyone has the education and skills to succeed in life and work...



Our vision is to **lead the way for a city region where everyone has the education and skills to succeed in life and work.** This means being highly responsive to the needs identified in the Greater Manchester Local Skills Improvement Plan (LSIP) with practical and impactful solutions that will ensure individuals and organisations receive the skills they need to thrive in a changing economy. It means recognising that as well as skills for the workplace, individuals need skills, attitudes and behaviours to become the best version of themselves and support them to live their best lives. It also means acknowledging that no one college is an island and to meet our region's ambitions we must operate collaboratively as part of a wider education and skills ecosystem, but also act as a college that is not afraid to lead the way.

Our mission is that **together we elevate skills, shape futures and transform lives.** It links to our sector's ambition outlined in Opportunity England (Association of Colleges) and the articulation of how 'colleges can transform life chances, overcome inequalities and boost economic growth'. Through continuous striving to deliver the highest standards of education, training and support through the most talented FE workforce we will meet the needs of individuals, employers and our communities. Through this mission we will endeavour to ensure individuals can enhance their skills and knowledge as well as benefit from an exceptional student experience supporting their progression into further learning, employment and active citizenship. We will drive the new government's mission to 'break down barriers to opportunity', contributing to a fairer city region and increased social mobility. We will ensure employers get the training they need to improve productivity and organisational success, and our communities benefit from a college that is focused on its civic duty, leading to more prosperous localities.

together we elevate skills, shape and transform futures and lives...





OUR BIG 6

STRATEGIC PRIORITIES

2024-30

STRATEGIC PRIORITY 1

1

Providing a curriculum that delivers the skills our economy needs – locally, regionally and nationally.

STRATEGIC PRIORITY 4

4

Ensuring financial stability and sustainability.

STRATEGIC PRIORITY 2

2

Positioning TSCG as the employer of choice for the further education workforce.

STRATEGIC PRIORITY 5

5

Driving innovation in technology, facilities and skills delivery.

STRATEGIC PRIORITY 3

3

Delivering an exceptional student experience.

STRATEGIC PRIORITY 6

6

Providing civic leadership to positively influence our communities.



STRATEGIC PRIORITY 1:

Providing a curriculum that delivers the skills our economy needs – locally, regionally and nationally.

Meeting the needs of employers / Meeting local, regional and national skills needs.

HIGH-LEVEL OBJECTIVES:

1. Increase participation in technical education aligned to national policy priority areas incl. Adult Skills, Apprenticeships, T Levels and Higher Technical Qualifications (HTQs).
2. Ensure the College Group is effectively placed to deliver on the ambition to contribute to a Technical Education City Region resulting from increased devolution.
3. Proactively respond to the development of Skills England and contribute to the consolidation of the GM Local Skills Improvement Plan (LSIP) to ensure provision aligns with national, regional and local skills priorities.
4. Continue to drive the key deliverables within the Stockport Economic and Skills Plans and the Trafford Enterprise, Economy and Skills (TEES) Plan.
5. Develop a strategic approach to employer responsiveness focused upon current and future skills needs, supporting economic growth and productivity including maximising the use of the new Skills and Growth Levy.
6. Undertake an annual evaluation of the curriculum offer and any changes required to ensure alignment to local, regional and national skills needs as part of the Local Needs Duty.

DELIVERED THROUGH:

- TSCG Annual Accountability Statement
- TSCG Employer and Community Responsive Strategy 2024-2030

MONITORED BY:

- TSCG Skills Accountability Committee

IMPACT MEASURES:

- Student Positive Destinations increased from baseline
- Learner numbers in T Levels and HTQs increased from baseline
- Apprenticeship starts, funding and achievement rates increased from baseline
- Adult Skills Funding (ASF) exceeds allocation target year on year – incl. increased participation at Level 3 from baseline
- Employer Based Income increased from baseline
- Employer Satisfaction (DfE measure) rated at least Good year on year

ALIGNMENT TO UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

- **4.4** By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
- **4.6** By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy
- **8.6** Substantially reduce the proportion of youth not in employment, education or training



STRATEGIC PRIORITY 2:

Positioning TSCG as the employer of choice for the further education workforce.

Meeting the needs of our colleagues.

HIGH-LEVEL OBJECTIVES:

1. Develop a “TSCG Deal for Colleagues”, where progressive working practices and employee entitlements reflect our ambitions and values.
2. Maximise the potential for all colleagues to develop their talent, engage in cross-college opportunities and progress their careers.
3. Create a supportive and nurturing working environment where individuals take personal accountability for delivering high performance.
4. Ensure an “Everyone on Board” workplace through the establishment of more transparent and improved cross-Group communications and building a sense of belonging so colleagues feel safe to express their thoughts, thus fostering open communication, collaboration and innovation.
5. Embed the One College Group culture, including the use of appreciation and reward which recognises the contributions and achievements of the many and not just the few.
6. Undertake a strategic review of workforce planning to identify new roles and skillsets required to deliver on our 2030 ambitions, supported by highly effective annual resource planning, targeted development and best practice talent attraction and retention strategies.

DELIVERED THROUGH:

- TSCG People and Culture Strategy
- TSCG Organisational Development Plan

MONITORED BY:

- TSCG Resources Committee

IMPACT MEASURES:

- Staff terms and conditions as benchmarked against other GFE Colleges
- Staff unfilled vacancy factor improved from baseline
- Staff turnover improved from baseline
- Overall employee satisfaction improved from baseline
- Overall organisational culture measurement improved from baseline
- Conversion rate of internal applicants to successful appointments improves from baseline

ALIGNMENT TO UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

- **8.5** By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value



STRATEGIC PRIORITY 3:

Delivering an exceptional student experience.

Meeting the needs of our students.

HIGH-LEVEL OBJECTIVES:

1. Deliver academic and technical qualification excellence, responsive to the current and future skills needs of the labour market.
2. Drive a culture of 'high ambition, high support' that unlocks the potential of our students and fosters their success.
3. Ensure provision of a curriculum that is fully inclusive, fostering individual growth, supporting independence and removing barriers to opportunity.
4. Develop students' skills, attitudes and behaviours to support their success in life and work.
5. Deliver student enrichment opportunities that support "future-abled" responsible citizens with the cultural and social capital to participate fully and effectively in society.
6. Provide the highest standards of education through adopting best practice, developing sector-leading research and driving continuous improvement.

DELIVERED THROUGH:

- TSCG Teaching, Learning and Assessment Strategy
- TSCG Student Experience Strategy
- TSCG SEND and Vulnerable Learners Strategy
- TSCG FE and HE Quality Improvement Plans (QIPs)

MONITORED BY:

- TSCG FE Curriculum and Quality Committee
- TSCG HE Curriculum and Quality Committee

IMPACT MEASURES:

- Student outcomes improved from baseline (incl. attendance, retention, progress and achievement)
- Data on other impact outcomes improved from baseline (incl. development of 'soft' or 'core' skills)
- Internal progression / destination data improved from baseline
- Student equalities outcomes data demonstrates no significant gaps between different groups of learners
- Ofsted Grades for Overall and Aspects (or equivalent) achieves highest rating
- Student feedback measures improved from baseline

ALIGNMENT TO UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

- **4.5** By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations.
- **4.7** By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.
- **16.7** Ensure responsive, inclusive, participatory and representative decision-making at all levels



STRATEGIC PRIORITY 4:

Ensuring financial stability and sustainability.

HIGH-LEVEL OBJECTIVES:

1. Further develop a highly effective approach to resource planning, financial monitoring and control to improve overall curriculum contribution rates.
2. Develop an agile and targeted Marketing Strategy to enable growth in learner numbers and income, reflecting 16-19 demographic changes across Greater Manchester and the opportunity to increase participation in adult skills and apprenticeships.
3. Increase self-funded capital expenditure to support investment in resources through growing the Group's underlying cash position supported by clearer planning, reporting and a multi-year capital expenditure plan.
4. Support the People and Culture Strategy through continually investing in pay through annual pay awards and targeted investment in new roles whilst maintaining staff costs as a % of income.
5. Implement the new procurement strategy and procedures to drive compliance with the Procurement Act 2023 as well as driving value for money to ensure increases in non-pay are kept below inflation.
6. Improve finance business partnering and the financial literacy of budget holders through effective monthly I&E reporting and targeted support from the Finance Team.

DELIVERED THROUGH:

- TSCG Three-Year Financial Plan
- TSCG Marketing Strategy
- TSCG Procurement Strategy

MONITORED BY:

- TSCG Resources Committee

IMPACT MEASURES:

- Financial Health rating at least Good
- Ed. EBITDA maintained at minimum £3.6m
- Overall income increased from baseline to >£60m
- Staff costs as % of income maintained below 67.5%
- Overall curriculum contribution improves to >40% each year
- 100% compliance with all Bank Covenants

ALIGNMENT TO UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

- **12.7** Promote public procurement practices that are sustainable, in accordance with national policies and priorities



STRATEGIC PRIORITY 5:

Driving Innovation in Technology, Facilities and Skills Delivery.

Digital and Estates Transformation.

HIGH-LEVEL OBJECTIVES:

1. Be a leading college in digital innovation, providing our learners with a digital entitlement which enables and empowers them to develop the skills required to succeed in life and work and contribute to the achievement of regional priorities.
2. Achieve Artificial Intelligence (AI) maturity with the implementation of an AI plan which delivers digital transformation, enhancing curriculum delivery, the personalised support we provide to learners, decision-making and working practices.
3. Develop a digital first culture, which embraces technology ensuring all colleagues benefit from a people-centred digital environment with digital development to foster productivity, engagement and well-being.
4. Deliver a secure, robust and innovative digital estate which is agile to the changes in learning and working patterns and offers a seamless transition between the virtual and physical estate.
5. Develop an estate that can enable delivery of LSIP priorities, respond to demographic growth pressures and support local regeneration plans and employers to enhance skills and productivity through the entrepreneurial use of TSCG assets.
6. Support the delivery of an exceptional staff and student experience with continued investment in accommodation and resources.

DELIVERED THROUGH:

- TSCG Digital Strategy
- TSCG Estates Strategy

MONITORED BY:

- TSCG Resources Committee
- TSCG Strategic Property Working Group
- TSCG Information Governance Group

IMPACT MEASURES:

- Estates condition improved from baseline
- Estates utilisation improved from baseline
- Staff and student satisfaction with resources improved from baseline
- Number of businesses benefiting from college-based assets improved from baseline

ALIGNMENT TO UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

- **4.a** Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all.
- **8.2** Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value added and labour-intensive sectors.



STRATEGIC PRIORITY 6:

Providing civic leadership to positively influence our communities.

Environmental, Social and Governance (ESG)

HIGH-LEVEL OBJECTIVES:

1. Work in partnership with our communities to respond collaboratively to local needs and opportunities.
2. Embed sustainable practices and the principles of circular economy across our activities.
3. Deliver against milestone targets to reduce carbon emissions and work towards regional targets to be net zero by 2038.
4. Ensure EDI is at the heart of what we do, with the pro-active advancement of equality of opportunity and ensuring all our stakeholders have a voice.
5. Ensure ESG principles are intrinsic when developing relationships with community and commercial partners, with an aligned commitment to boosting social value and giving back to our community.
6. Provide highly effective and responsible governance, balancing support and challenge to deliver on our College Group's ambitions.

DELIVERED THROUGH:

- TSCG Equality, Diversity and Inclusion (EDI) Strategy
- TSCG Sustainability and Climate Change Strategy
- TSCG Employer and Community Responsive Strategy

MONITORED BY:

- TSCG Board of the Corporation

IMPACT MEASURES:

- Targets in EDI Strategy met or exceeded
- Targets in Sustainability and Climate Change Strategy met or exceeded
- Calculated social value measure improved from baseline
- Community Learning student numbers improved from baseline
- Self-assessment of Governance as Outstanding

ALIGNMENT TO UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

- **5.5** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life
- **7.2** By 2030, increase substantially the share of renewable energy in the global energy mix
- **9.4** By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities
- **10.2** By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
- **12.5** By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse
- **16.6** Develop effective, accountable and transparent institutions at all levels

