

# TELFORD COLLEGE



## STRATEGIC PLAN 2021-2026



**Telford College**  
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[telfordcollege.ac.uk](http://telfordcollege.ac.uk)



# FOREWORD

**These are changing and challenging times.**

The Government wants to see further education more closely aligned with the needs of employers, playing a pivotal role in the local economy in a financially sustainable way.

After a time of transition, Telford College is now perfectly placed to deliver, making a significant difference to the lives of the communities we serve.

We are already ticking many of the boxes. Our growing range of Employer Hubs promote greater collaboration with key employers, and open up exciting new career opportunities for students.

Our exciting plans for a town centre presence, including a new digital and maths hub in Telford's 'Station Quarter' will help to upskill the workforce and make the borough more appealing to inward investors.

Our flexible curriculum, with its blended learning model takes full advantage of emerging technology.

Academic and technical pathways are focused on providing a workforce which is fit for the future, making our students highly sought-after by employers, universities and the community.

We have laid strong foundations, and thanks to the fantastic work of our staff and students, Telford College is now perfectly placed to look forward to a dynamic, ambitious and sustainable future.

(updated October 2023)



**Graham Guest**  
Principal & Chief Executive



**Gail Bleasby**  
Chair of Corporation

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# INTRODUCTION

**This strategic plan sets out the direction of travel for Telford College over the next five years.**

During this time, we will fully expand the alignment of our curriculum offer to employer need, enabling us to deliver the skills required to maintain productivity in the face of economic change.

Our strategic vision is for Telford College to be integrated with, and have a greater impact on, the local economy, working holistically and in collaboration with our stakeholders within an ethical skills eco-system.

The college will view employers as strategic partners of FE rather than consumers of courses. Employers will have a greater involvement in our course design as we expand and develop our successful Employer Hub activity across all of our curriculum provision.

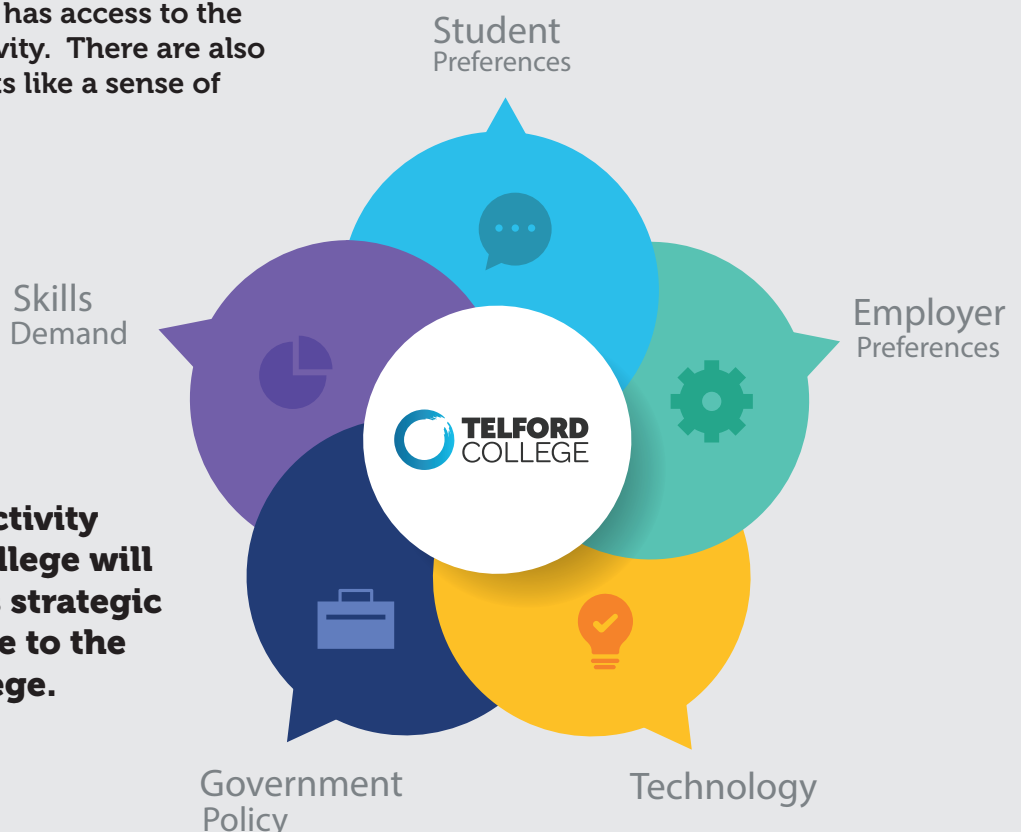
Our students will increasingly become efficient learners making extensive use of digital platforms to diagnose their needs and deliver their learning. Social media platforms will be a channel for digital learning and communication. Our future will include more blended approaches to teaching.

Digital is not a panacea, however. There are social barriers; not everyone has access to the right equipment or connectivity. There are also experiential barriers; students like a sense of place and belonging.

Our physical space will therefore take a number of forms; a safe space with quiet well-equipped study areas; a learning space equipped to deliver specific skills, and a social space to bring people together.

Our physical environment will, like our virtual learning platforms and digital environment, become a differentiator from other providers.

Our success will be defined by the outcomes of our annual impact assessment, in which we will measure our impact in engaging with students from diverse communities, including those students from deprived areas and ethnic minority groups, increasing local participation in skills learning, and supporting progression to positive destinations.



**Our aim is that every activity delivered within the college will clearly link back to this strategic plan and will contribute to the success of Telford College.**



# BUSINESS PLANNING

## Cycle

This strategic plan is for a period of five years, but it will not be a static plan within that timeframe. It will be a 'live' document that will enable the college to remain flexible and open to other opportunities that may arise.

The strategic plan will be monitored and reviewed annually through a robust Quality Assurance Framework including a Self-Assessment Report and Quality Improvement Plan. In addition, progress throughout the year will be monitored via the implementation plans.

To ensure success, the strategic plan will be underpinned by robust plans and strategies that incorporate the following key areas of delivery:



Each of the above strategies will champion equality, diversity and inclusivity. Telford College is committed to supporting all students from every social background, race and learning ability. We are proud of the diversity of our student community and we will continue to ensure that this commitment is embedded within all of our strategic plans.





# OUR PURPOSE

## Our vision 2026

“To be an outstanding educational provider for our community, ensuring that students achieve positive outcomes aligned to high aspirations, and through collaborative engagement, support employers to have the required skills to develop and grow their workforce”

Our vision is that by 2026 we will be a further education college that works for the community and for our stakeholders. We will recognise and celebrate each other's collective strengths and collaborate together to maximise opportunities. The spirit of partnerships with shared ethics and values is key to our vision by working collaboratively alongside our stakeholders.

## Our ethics & values

We recognise that civic engagement is more important than ever. Through our strategic plan we will:

**Teach students the knowledge and entrepreneurial attitudes, skills and competencies to adapt to the changes in society and the labour market.**

**Expand learning opportunities to reskill and upskill adult students.**

**Work in harmony with other educational partners within our local area through transparent collaborations, putting students first.**

**Invest in green activities to support the community and safeguard it for future generations.**

**Enhance the local economy through procuring goods and services**



Our ethics and values underpin our strategies, policies, objectives and procedures by providing a basis and a reference point for everything that we do. These values and beliefs will guide our conduct and that of our students.

# OUR FUTURE

## Priorities to guide our future

Telford College is an ambitious college. We have identified four strategic priorities that we will focus on to deliver our vision:

**01**

**STUDENTS**  
people

We will maximise opportunities for students, through flexible and blended learning strategies, to develop skills and achieve aspirations.

### ASSOCIATED PLANS

Learning & teaching strategy  
(including the digital strategy)  
Student Support Strategy

**02**

**SKILLS**  
PRODUCTIVITY

We will support employers to drive business change, innovation and investment, and we will make a major contribution to the economic success of the Marches Area and the West Midlands.

### ASSOCIATED PLANS

Curriculum Plan

**03**

**COMMUNITY**  
PLACE

We will foster healthy and connected communities, and we will provide our staff with the opportunity to develop their skills and careers.

### ASSOCIATED PLANS

Stakeholder Engagement  
Strategy  
Estate & IT Strategy  
HR Strategy

**04**

**FINANCIAL**

We will embed financial sustainability by taking advantage of new opportunities and remaining efficient in the use of our resources.

### ASSOCIATED PLANS

Financial Plan

# OUR PROVISION

Over the next 5 years, Telford College will deliver:

- **Adult Maths and English**
- **A Levels**
- **Apprenticeships**
- **Distance Learning Programme**
- **Higher Education, levels 4-6**
- **L3 Entitlement (National Skills Fund)\***
- **Employability Programmes**
- **Technical English Language courses for the RAF\*\***
- **Technical and professional study programmes to post-16 students**
- **T Levels**

**\*Timeframe of delivery dependant on Government Policy**

**\*\*Timeframe of delivery to be in line with current contract**





# MEASURING OUR SUCCESS

**Since academic year 2018/19 we have developed an annual Strategic Impact Assessment to measure our success.**

The Strategic Impact Assessment is an analytical review assessing the college's impact on its students and the local, and wider economy. We are proud of our outputs over the last two academic years, and we will continue to measure our success against the following impact measures. Each academic year, Telford College will:

## **Increase local participation in skills-based learning:**

Each academic year we will engage with >2,000 young people in college-based programmes; >700 apprentices; >3,000 adults in skills programmes; >300 adults in higher skills programmes.

We will support >200 students each academic year who have additional learning needs.

## **Engage students from diverse communities:**

We will actively engage with students from ethnic minority groups; currently our student population is more diverse than the local community where 10.5% of the population are from minority groups. We will engage with >20% of young people on college based programmes and >50% adults on skills programmes.

We will actively engage with students who live in deprived areas; we will continue to support our current enrolment levels of >40% young people on college programmes and >45% adults on skills programmes who live in a deprived area.

We will actively engage with students who have additional learning needs; >10% college based young people and >8% of adults on skills programmes.

## **Increase the numbers of students who successfully achieve their programme of study:**

We will ensure that young people on college-based programmes achieve at rates above those reported nationally.

We will ensure that young people continue to achieve good GCSE English and Maths grades at grade C/4 and above and that we remain above national rates.

We will ensure that adults continue to achieve above the national rates.

We will ensure that students from disadvantaged postcodes continue to perform equal to or better than their peers from non-disadvantaged postcodes.

We will ensure that there remain no significant differences in the achievement rates of students from diverse groups or those with a learning difficulty or disability.

# MEASURING OUR SUCCESS

## **Support the progression of our students to positive destinations:**

We will continue to support >90% of young students and >75% of adult students to progress into a positive destination, either higher or further training or directly into employment.

We will continue to maintain a low percentage of students not in education or training; at least 1% lower than the local authority average.

## **Make a significant impact on the local skills gap by upskilling young people and adults:**

We will aim to inspire students to enrol onto programmes directly supporting the local priority sectors and STEM subjects; >50% apprenticeships, >45% A Level, >30% Level 4 and above.

We will continue to ensure that maths and English outcomes remain above national average.

## **Make a significant contribution to the Marches LEP economy:**

For every £1 of government funding, we will provide a return of at least double that to the local economy.



## 01 STUDENTS people

We will maximise opportunities for students, through flexible and blended learning strategies, to develop skills and achieve aspirations.

### ASSOCIATED PLANS

Learning & teaching strategy  
(including the digital strategy)  
Student Support Strategy

Students are put first, and are at the heart of everything we do. We are fully inclusive for all, and we are proud of the diversity of our student community. We will continue to support and celebrate all of our students from every social background, every race and every learning ability. This fundamental commitment and focus has underpinned rapid improvement in Telford College, and will continue to do so in the future.

It is acknowledged that the education sector is currently subject to the unexpected rigours of society. However, throughout these challenging times Telford College has demonstrated its resilience and unwavering support for students. We have adapted our learning and teaching methods to ensure that students continue to be supported and thrive during difficult times. Moving forward, we want to build on our blended learning developments to make a positive permanent change to our future. We will do this by immersing our digital strategy within our Learning and Teaching Strategy.

### **As a result, by 2026 our students will:**

- **Be empowered through flexible and blended learning which raises their aspirations and capacity to progress their careers**
- **Enjoy a curriculum that is influenced by employers, is challenging and adaptive, and their learning will be underpinned by qualifications which employers recognise**
- **Develop resilience, an appetite for development, an appreciation of diversity and confidence to adapt to a changing economy. This combination will result in people who are inspired to drive business change and improve the local economy**
- **Have access to innovative media platforms that will be a channel for digital learning and communication. Our virtual learning platforms and digital environment will, like the physical environment, become a differentiator from other providers**
- **Have access to innovative tools and employability schemes to develop social skills required to work in digital teams and dispersed organisations**
- **Have direct involvement in assessing and shaping their own learning experience. We believe that this will have a significant and effective impact on improving the quality of the students' experience and increasing their chances of success**



# SKILLS - PRODUCTIVITY

## 02

SKILLS  
PRODUCTIVITY

We will support employers to drive business change, innovation and investment, and we will make a major contribution to the economic success of the Marches Area and the West Midlands.

### ASSOCIATED PLANS

Curriculum Plan

Over the next five years, the need to strengthen our work with employers will be imperative to the success of the college. Employers will seek “oven-ready” people from FE, each of whom can contribute from day one. They will want compliance with standards but also flexibility and adaptability in their future workforce.

#### **This requires us to:**

- Recruit the right students on the right courses
- Listen to and respond to employers

The expansive development of individuals is critical. We recognise that employers want more than just qualifications, they want people who understand the work culture, can think critically, have the analytic skills for a digital world and can continue to develop beyond college. It starts with English and maths but goes much further. However, we also recognise that although there is a need for future skills, the demand for legacy skills will continue.

#### **As a result, the future skills mix will be determined by the following lists:**

- What employers want today
- The list of funded qualifications
- What the economy needs for the future
- What students want and need



# SKILLS - PRODUCTIVITY

As a college we will balance our provision to support both old and new. The function of the college will be to scan possible changes and adapt to emerging needs. But also, to recognise that core employability skills will change little over time.

We will support the local workforce, engage with employers and deliver the skills for sustainable growth in the region. To do this we will understand the shortages and dynamics of the locality by listening to the market and mapping what the qualification specifies with what employers want. We will look at employability skills, and support retraining and reskilling as the economy changes.

## **By 2026, Telford College will have:**

**Annual Curriculum Plans that are designed entirely from Employer Hub activity**



**AVIATION  
HUB**

Employer Hubs are demand led and interactive collaboration groups that include key representatives from local employers. Together we build sector specific curriculum programmes that support both the technical and soft skills that employers need to fill their existing and future skills gaps. This ensures that employers and the local community have a strategic influence on our business.



**ENGINEERING  
HUB**

Through a phased approach we will develop and expand our existing and successful Employer Hub activity. In academic year 2021/22 our curriculum offer will reflect the existing hub activity in engineering, aviation and health. By the following year our curriculum offer will be expanded to include digital in line with our Towns Fund project, along with an emerging sector of environmental technologies. By 2026, we aim to have our entire curriculum provision based on Employer Hubs, linked directly to local, regional and national skills need.



**HEALTH  
HUB**

# SKILLS - PRODUCTIVITY

## Employment passports in place across all career pathways;

A successful outcome is employment not just a qualification – therefore our aim is to develop our students with work-ready skills and career-specific licences that are tailored to employer requirements.

This approach will cover every type of our curriculum provision, including our successful A Level offer. Our A Level provision is one step above a traditional Sixth Form. Our curriculum programmes will not only concentrate on academic excellence but also the development of career pathways. Through an innovative industry mentor scheme our students will work closely with employers and industry leaders to fully develop their employment skills.

When a student has completed their educational journey with us they will be fully equipped with the right qualifications and skills to advance immediately into their chosen career.

As part of the Employer Hub activity, employers are fully involved in the design of what we deliver and also involved in the actual delivery, assignment briefs, projects and work experience.

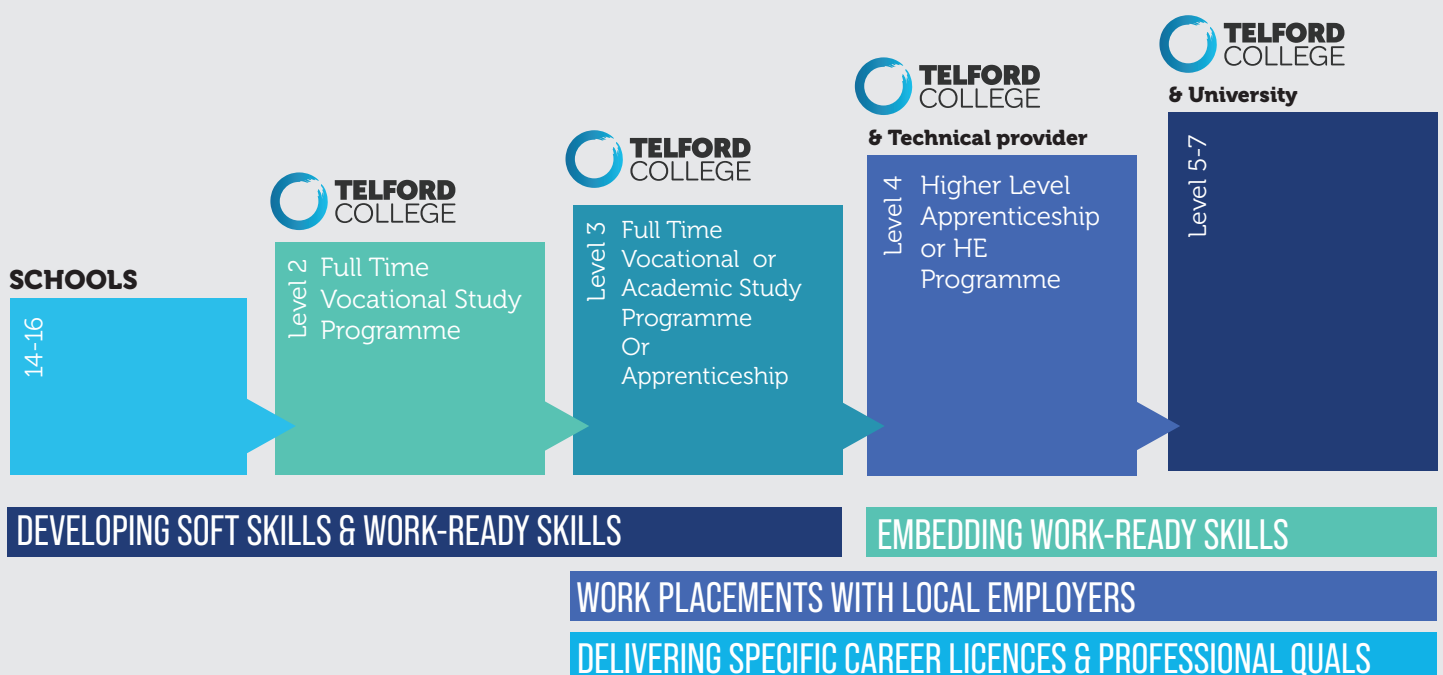
At pre-16 age we will also work in collaboration

with local Multi-Academy Trusts and schools to support the seamless transition of students between establishments and to work together to inspire career paths and provide advice and guidance.

For progression routes into higher level programmes, we will work with Universities who are regional specialists so that our students are supported into sector specific pathways.

**The Employment Passport will underpin all of our courses that are designed in collaboration through our Employer Hubs, and will include:**

- Qualifications
- Soft Skills
- Work Ready Skills
- Specific Career Licences and Professional Qualifications





## 03

### COMMUNITY PLACE

We will foster healthy and connected communities, and we will provide our staff with the opportunity to develop their skills and careers.

#### ASSOCIATED PLANS

Stakeholder Engagement  
Strategy  
Estate & IT Strategy  
HR Strategy

Critical to our vision is our successful contribution to the economy, education and wellbeing of the region. We aim to be recognised as a thought leader in how further education drives economic growth, and to be involved in and contribute to the economic decisions that affect the region.

#### **We will achieve this by following a three-way approach:**

Firstly, we will be part of the reason companies want to invest in the region, and we recognise that we play a vital part of the skills supply chain. By 2026, our stakeholder engagement will:

- Be reputationally strong, for both engagement and performance
- Be based on being a collaborative partner that is known for delivering on its commitments
- Support the economy and community wherever we can through the purchase of our supplies and services locally

Secondly, our physical presence will be an iconic and inspirational space offering blended learning and development. It will combine different spaces for teaching, learning and socialising. Teaching spaces will be well maintained and accommodate specialist equipment. Our estate will be influenced by and shared with employers. It will be a hub of economic development and learning. By 2026, our physical space will include:

- A Telford town centre presence – an innovative and collaborative project that truly puts the community at the heart of education, and employers in the driving seat for shaping the future workforce
- An inspirational Haybridge Campus that will be reformed to reflect blended delivery methods, and updated with green strategies to reduce our carbon footprint and protect our environment

Finally, but as equally important, as an organisation we will nurture and develop talented people across our teaching, support and work-based teams. We will adopt the best practices of top employers, remaining commercially driven and values based. We will ensure the conditions for success and think about how we motivate (and demotivate) our colleagues. Wellbeing and development will be central to what we do. By 2026, our staff will:

- Be outstanding professionals; committed to continuous improvement and up-skilling
- Be collaborative; actively sharing and learning good practice to support each other
- Be commercially aware; making value for money decisions, underpinned by our ethics and values

## 04

### FINANCIAL

We will embed financial sustainability by taking advantage of new opportunities and remaining efficient in the use of our resources.

### ASSOCIATED PLANS

Financial Plan

Supporting our strategic plan will be a robust and sustainable financial plan that will build on the last three years where we have strengthened our cash position and achieved outstanding financial health.

- Costs will be managed in line with sector norms
- Our core business will continue to make an operating surplus in order to deliver our strategic plan, re-invest in our business and continuously improve
- Resource will be focused on improving teaching and learning outcomes
- A culture of value for money will remain embedded throughout the organisation
- Curriculum provision will be aligned to achieving appropriate gross margins and class sizes
- Pay to income ratio will remain affordable and in line with the sector norm, whilst also delivering pay awards to reward and recognise our staff
- Efficiency savings will continue to be identified, particularly through updated green initiatives through the Estates Strategy to reduce our carbon footprint and protect our environment
- Funding opportunities will be maximised





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