

ACCOUNTABILITY STATEMENT 2024-25

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1 INTRODUCTION

Stoke on Trent College is the technical college for Stoke-on-Trent and the surrounding area. As an anchor institution, we are more than just a college. We have a significant role to play in boosting educational outcomes, in regeneration, in upskilling the workforce and tackling productivity challenges. Our role in breaking down barriers to learning and supporting individual progress is critical to wealth generation and releasing prosperity into communities.

As a collaborator, we are committed to working through the Local Skills Improvement Plan (LSIP) on local and national skills priorities with our partners to tackle some of the economic and social challenges we face and to realise the great opportunity in Stoke-on-Trent and in Staffordshire as a place to prosper.

Through its new strategy 'Skills Ready Future Ready' 2023-2026 and capital programme the College has a strong framework and specialist facilities and expertise in place to focus on sector priority areas. Our Partnership Strategy focused on engaging community, civic, employer and education partners is embedded across our College. The collaboration with the Staffordshire colleges, their chairs and other providers is effective and we have collectively invested in capital, professional development and research.

Sector skills success highlights 2023/24:

- Developed 4 Sector Skills Hubs with planned growth in priority sectors (Construction & green, Engineering & STEM, Digital & Creative, Health & Social Care)
- Achieved growth in Study Programme, Adult and Apprentices exceeding plan in key sector areas
- Launched new Advanced Construction facility
- Introduced 2 new T Levels In Construction and Early Years
- 96% progression in to good jobs or further or higher education

This Accountability Statement sets out a small number of focused objectives from our strategic and operating plans that are key to meeting local and national skills needs and to driving forward the impact of the College for the coming year (pages 19-24).



2 SKILLS READY FUTURE READY - OUR CORE MISSION AND PURPOSE



MISSION

Creating Successful Futures - achieve ambitious outcomes for all learners enabling them to positively progress.

VISION

Our vision is to be the technical and professional college of choice for Stoke-on-Trent and the surrounding area, enabling progression for all to a successful future, and being a trusted partner to employers, businesses, the community and our stakeholders. We will create successful futures through inspired teaching, learning and skills training.

OUR VALUES

Stoke on Trent College aims to transform lives through learning. Our ambition is to achieve outstanding outcomes for all learners and for them to positively progress.

Working collaboratively, we aim to boost aspiration, achievement and progression of our learners.

AT OUR COLLEGE WE LISTEN TO
AND RESPECT EACH OTHER. WE
COLLABORATE, CELEBRATE, INSPIRE
AND ENCOURAGE. WE BREAK
DOWN BARRIERS AND REACH FOR
SUCCESSFUL FUTURES. THE MNEMONIC
'I CAN' WAS CREATED BY COLLEAGUES
AND LEARNERS



INCLUSIVE

Embracing diversity, an inclusive College where everyone is valued and respected. We are 'One Team'.



COLLABORATIVE

Partnerships with purpose, strong relationships for greater impact.



COURAGEOUS

Bold and brave, doing things better and differently, an enterprising college.



AMBITIOUS

The pursuit of excellence, an aspirational vision for successful futures.



NURTURING

A safe and positive place to learn and work, we never give up on our learners.

3

OUR STRATEGIC OBJECTIVES

OUR AMBITIONS

- Enable learners to progress to higher level skills and positive destinations
- Collaborate on Lifelong Learning and grow a pipeline of skilled adults in priority sectors for Stoke-on-Trent and Staffordshire
- Join forces with businesses to provide niche and specialist targeted skills provision that is agile and responsive to sector need
- Drive impact through a results-led approach to partnerships and a trusted reputation for delivery
- Empower a professional, innovative and creative team, and achieve a financially strong and sustainable college for the future

OUR AMBITIONS WILL BE DELIVERED THROUGH 5 STRATEGIC PRIORITIES

1 Excellent and inspiring education and skills training for life and work

2 Future Ready skills and sectors

3 Trusted Partnerships with Purpose

4 Empowering People

5 Financial Strength and Sustainability



EXCELLENT EDUCATION AND SKILLS TRAINING FOR LIFE AND WORK

- 1 Ensure every learner will experience excellent and inspiring teaching and skills training, effective support, and progress to a successful future.



FUTURE READY SKILLS AND SECTORS

- 2 Be agile and responsive to meet local and regional skills priorities, to drive productivity and social mobility, and to be the trusted provider of choice for employers and partners.



TRUSTED PARTNERSHIPS WITH PURPOSE

- 3 Enhance pride and trust in our College and create and invest in strategic alliances, partnerships and collaborations to ensure our vision and learner outcomes exceed expectations.



EMPOWERING PEOPLE

- 4 Attract, reward and invest in our people valuing their contribution as part of a professional, skilled, creative and adaptable team to drive our ambition for excellence.



FINANCIAL STRENGTH AND SUSTAINABILITY

- 5 Secure, sustain and build financial strength to invest, innovate and grow, and to deliver industry-standard facilities, and to achieve net-zero by 2035.

CROSS-CUTTING THEMES:

- Learner Centred Achievement & Progression • Green Skills & Sustainability
- Digital Transformation • Investment in People • Equality, Diversity & Inclusion (EDI)

4 LOCAL NEEDS DUTY REVIEW 2023/24

Performance against our Accountability Statement for 2023/24 is positive with key achievements including:

- Achieved growth in Study Programme, Adult and Apprentices exceeding plan in key sector areas
- Established 4 Sector Skills Hubs
- 96% learners progressed to positive destinations
- Delivery of 2 new T Levels in key sectors
- Enhanced employer engagement through panels, awards and our Future Skills Pledge employer scheme
- LSIF project delivery and collaboration Advanced Manufacturing/ engineering and electric vehicle
- 10,000 adults engaged in Stoke by Numbers and network of providers formed under campaign
- Launched Digital Strategy and AI and embedded in key sectors

The College has contributed significantly to the development of the LSIP, contributing to key meetings and discussions with other colleges and providers and meeting directly with the Employer Representative Body (Stoke-on-Trent and Staffordshire Chambers of Commerce). In partnership with Chambers of Commerce, the College has facilitated employer events such as Digital and Creative focus groups and roundtables which informed the final plans.

The College has benefited from both Strategic Development Funding and LSIF funding to develop specialist and updated curriculum in electric vehicle and advanced manufacturing/engineering and accompanying collaborative training and professional development.

Recent investments in priority skills areas include: Advanced Construction Centre for building surveying and modern methods, implementation of electric vehicle curriculum, Digital and Creative Hub with cutting edge software and technologies, funds for an Advanced Green Skills Centre aimed at supporting small to medium sized employers and learners, Early Years facilities, development of a new Health Ward and laboratory and a new media and broadcast suite. The College is also benefitting from c£12m Capital Transformation fund for new buildings to enhance the estate and learner experience.

In response to the LSIP annual report, we will continue to build successful collaborative work on LSIP priority areas and use the recent joint research to help develop the joint offer to meet local skills demand. There will be a continued strong focus on employer engagement to boost specialism and relevance, and on developing essential advanced or 'softer skills' with employer input. The learnings from our skills pledge will be shared with the ERB for the county pledge.

- **T Level Advanced Construction Centre** £1.2m October 2023
- **T Level Early Years Facility** £500k November 2023
- **T Level Health Laboratory** £750k August 2024
- **T Level Broadcast Media Facilities** £750k August 2024
- **Advanced Manufacturing & Training** £500k March 2024
- **Electric Vehicle** £400k 2022/23
- **Advanced Green Skills Centres** £2.3m 2024/25
- **Capital Transformation Fund** £12m (approx.) 2024/25
- **Technology & Digital Skills and Creative and Digital Hub** £750k 2022
- **Construction Industry Digital Technologies** £165k 2022

5 CONTEXT AND PLACE

Stoke on Trent College is a general FE College located in the City of Stoke-on-Trent. It is the only FE College based in the City. It is a medium sized college offering a range of vocational and technical courses for over 2000 full-time young people aged 16-18, 600 apprentices and is the largest adult provider in the area serving over 5000 adults part and full-time.

The College operates from two distinct campuses; our technology campus at Burslem in the north of the City and at Caudon Campus in Shelton close to the City Centre (Hanley). The delivery operates around the four Skills Hubs and our Specialist Academies.

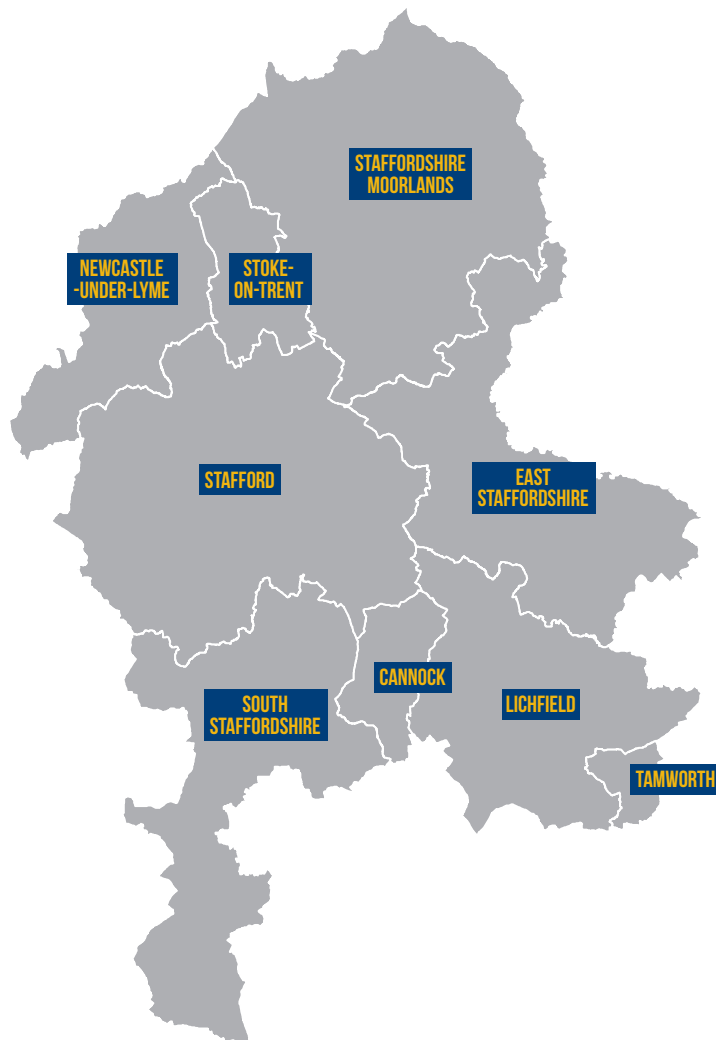
The communities we serve are based within the Staffordshire and Stoke-on-Trent Chambers of Commerce Local Skills Improvement Plan area and in the areas served by Stoke-on-Trent City Council and Staffordshire County Council, which are non-devolved.

Our College predominantly serves the City and the surrounding area however 25% of adults and around 21% of young people are from Staffordshire postcodes, and our High Needs learners come from 3 county areas. 32.8% of our learners are from ethnic groups and identify as from one of the 16 BAME indicators.



Images courtesy of
Invest Stoke-on-Trent





- **Population:** Stoke-on-Trent's population is estimated at 259,965 as referenced in the 2022 Census.
- **Deprivation:** The City has the 12th highest proportion of deprived neighbourhoods out of 317 Councils in England, it is the 25th worst for income deprivation, 22nd for employment deprivation and 11th for health indicators.¹ Free school meals are at 24.5% against 17% national average.
- **Education:** The City has stubborn education indicators at KS2 and KS4 leaving it in the bottom quartile in nearly all measures and stemming from Early Years provision. Only 22.5% of the population has a level 4 against 40.3% nationally and at aged 19 there is only 50.1% achieving at level 3 compared to 62.2% nationally 2020/21.² Adults with no formal qualifications rank as 12.4% against 6.2% national average.¹
- **Looked after Young People and Children in the care system:** It has a nationally significant number of Education Health and Care Plans per 10,000 population and one of the largest ratios of Looked After young people in England at 1 in 57 young people.
- **NEETS:** There are too many young people out of education employment or training at 16.5% against 10.4% nationally.²
- **Employment:** 39.6% of adults are in the inactive labour market due to ill health compared to 25.4% nationally. GVA is low at £24k remains behind national of £31k driving poverty and inequality.
- **Crime:** Anti-social behaviour is above national and violent crime is 41.2% against 29.5% nationally.

¹ Powering Up Stoke on Trent: Stoke on Trent City Council: 2021

² Gov.UK National Attainment Tables 2019-2021

22/23 data shows that Stoke on Trent College serves substantially more very deprived learners than all local FE providers combined. There is a higher proportion of those at Level 2 and below than across the West Midlands and England.

- 67% 16-18 year olds enrolled without English and/or maths at grade 4 or above
- 90% Adult learners are at level 1 or under
- Diverse and deprived groups including asylum seekers, Looked After/ care leavers and at risk
- 53% learners come from top 2 deciles deprived households in UK
- 32% 16-18 year olds declare a learning disability

The College works with over 2000 employers in general terms and has developed deep relationships with a small number of employers around each of the Sector Skills Hubs. Around 80% of businesses in the area are SMEs and the College operates evening and part-time short courses and professional qualifications to serve this need and to ensure qualified and up-skilled workforce in key industry areas such as construction and built environment, motor vehicle and engineering.

Prior to the pandemic the City and County had strong jobs growth, record low employment and high business creation. There is concentrated work on building the local infrastructure and attracting inward investment to attract and retain industry and jobs, and to build decent housing and transport networks across the City, including a gigabyte economy through the Silicon Stoke initiative, A500 corridor and initiatives such as the Goods Yard development where the College are engaged. There is a need to move away from low-pay low-skill equilibrium and there is also an issue in Stoke concerned with labour market inactivity masked by employment figures. This impetus has resulted in growth in professional and service-based economy industries which our Specialist Academies aim to support, alongside an existing strong manufacturing base. The College is strategically working in partnership with the DWP to promote and provide adults skills engagement and training.

The Staffordshire FE Colleges have grouped together to commission research (WhiteCap consultancy) in to take up of sector priority courses and travel to learn patterns and insights linked to key messages in the LSIP and a link to the 'LSIP Roadmap' for change. E.g. common need to develop skills and facilities for advanced green skills, to develop micro credentials and the softer skills

This research will be used to support the LSIP Roadmap:

- identify skills training patterns
- any gaps or duplication of provision across the area
- enhance collaborative working and practice
- support shared professional development
- Identify progression routes for learners

Local Authorities in their plans recognise the need to:

- Build capacity and resilience in its communities to deal with change following Covid and in crisis such as cost of living, shown in number of labour market inactive and mental health issues
- Build a culture of lifelong learning to tackle the fast-paced growth in the economy and AI and Automation and other new technologies
- Look at models of delivery to support employers and business across a diverse geography and economy and to capitalise on place-based strategies
- Focus on careers and to break down barriers to participation in education and employment especially with NEETs, unemployed and inactive
- Focus on breaking the low-pay low-skills equilibrium building aspiration and ambition

LSIP ROADMAP AND PRIORITIES FOR SUCCESS (2023/24)

- Improved co-ordination and collaboration
- A simplified and flexible skills system - more responsive to employers needs
- Addressing recruitment and challenges in education
- Development of Skills Growth Maps on cross-cutting themes
- Unlocking further opportunities in apprenticeships
- Promoting and developing best practice in business
- Careers transition period
- Use knowledge and best practice to influence the skills system
- Challenge and lobby national structural barriers within the skills system

CITY COUNCIL 'OUR CITY, OUR WELLBEING STRATEGY' (MAY 2024)

The Strategy sets out the local issues:

- Too many adult residents are trapped in low-paying, insecure work.
- Educational attainment is lower than in most other places.
- Too few residents gain high levels of skills or go on to higher education.
- There is a need to enable upskilling and develop vocational routes into education to improve fairness in relation to accessing better jobs.
- Too many higher-value, higher-skilled jobs go to workers from outside of the City.
- There is a need to develop credible skills pathways into employment and progression.
- Raising aspirations and awareness regarding further and higher education and technical qualification will be vital to driving up skill levels.

City Objectives:

- Improve opportunities to secure fairer employment and better paid work.
- Improve the quality of education provision across all stages and settings.
- Support more residents to secure higher-value jobs in the city.
- Work with educators and employers to transform education and skills outcomes for residents of all ages.

STAFFORDSHIRE ECONOMIC AND SKILLS STRATEGY 2023-2030

- a. Creating an aspirational and active workforce
- b. Providing inspirational careers advice
- c. Developing technical skills to drive productivity and growth
- d. Supporting innovation and enterprise
- e. Creating a place of learning

Themes include:

employability skills, digital skills, green skills, entrepreneurial skills, disadvantage and underrepresentation, lifelong learning, raise productivity and pay, partnerships

6 CONTRIBUTION TO MEETING NATIONAL, REGIONAL AND LOCAL NEEDS

The College's intent for skills as part of a collaborative partnership with key agencies and providers is to:

- support value added sectors
- support improvements in productivity
- create access to untapped skills potential through an inclusion agenda
- create pipeline of skills and ladders of progression at all levels
- support inward investment and a retention of skills in Stoke-on-Trent.

The key aspects of the College Strategy and curriculum intent to achieve this are set out in our Key Ambitions in our new Strategic Plan 'Skills Ready Future Ready'.



LANDSCAPE OPPORTUNITIES:

Green Economy - low carbon	A50/A500 Corridor Institute of Technology (IoT)	Digital Opportunity	Health and Social Care	Ceramic Valley Enterprise Zone
The fastest growing sector in the West Midlands, growing by 7% in 2020. We can play a key role in the local carbon sector through skills in low carbon heating and retrofitting, modern methods of construction, electric vehicles, and future hydrogen vehicles.	As a partner of the IoT we will promote the progression of learners to skilled roles at level 4 and above. We will service the industrial development and logistics interchange the A50/A500 corridor including construction, engineering, logistics, manufacturing, digital and green technologies.	The fourth Industrial Revolution is seeing rapid technological change altering the way we live, work and relate to one another. 'Tech' is integrated within every sector. We need to ensure we grow the skills and creativity that will enable our learners to contribute to, and benefit from, new economic opportunities and deliver more inclusive growth through initiatives such as Silicon Stoke.	Fast growing sector with over 1400 businesses and over 64000 employees locally. There is demand for roles at all levels across the sector - practitioners, care workers, clinical, pharmacy, health professional, leaders and managers, technicians and corporate and support roles.	Six sites on the A500 now generate £18.55m in gross value added for the local economy. Further development of Chatterley Valley site has the potential for 1700 new jobs. The College can support businesses with cross-cutting skills needs such as digital and automation.

National Skills Priorities DFE	Local/regional Skills Priorities LSIP
<ol style="list-style-type: none"> 1. Digital technologies 2. Health and Social Care 3. Construction 4. Engineering 5. Manufacturing 6. Haulage and Logistics 7. Science and maths 	<ol style="list-style-type: none"> 1. Health and Social Care 2. Construction inc modern methods 3. Advanced Manufacturing and Engineering inc ceramics 4. Advanced Logistics 5. Decarbonisation and energy distribution 6. Net Zero Green Skills Digital technologies cross cutting themes

OUR SKILLS HUBS - A SPECIALIST AND EXPERT COLLEGE

The curriculum is planned around 4 priority Sector Skills Hubs. Our Skills Hubs and Specialist Academies will serve the needs of learners, and investment by employers will grow our reputation for expertise and specialism attracting further jobs and roles to the area.



NATIONAL AND LOCAL SKILLS PRIORITIES

We continue to deliver against skills priorities in Construction where we are a market leader with several long-standing partners such as Carson Powell and Unitas, To support Health and Social Care, we support the largest employer in the area (UHNM), the Combined Mental Health Trust, care providers and childcare organisations. The College is a significant local partner within the Digital and Creative sector, an expanding and specialist sector in Stoke-on-Trent and Staffordshire, supporting the largest University gaming hub in England at Staffordshire University. The College support the Engineering sector through developing relationships, and there is priority Apprenticeships in HGV and Logistics. A small science provision is in place but with an emphasis on Access and on Pharmacy apprentices. Maths is delivered for all cohorts including Study Programme, adult and apprentices.

Apprenticeships has grown in 2023/24 by c£200k (627) and it is anticipated we will further grow in 2024/25 with an additional 300 starts. Our strategy is to grow in skills priority areas and to develop further specialisms.

The College has a small HE offering in partnership with Staffordshire University and this is being developed through delivery of HTQs and Higher Apprentices in 2024/25 in Construction and Leadership and Management. A gaming HNC has been running in 2023/24.

STUDY PROGRAMME NUMBERS AGED 16-18 FOR SKILLS PRIORITY SECTORS 2023/24 AND ANTICIPATED VOLUMES 2024/25

Sector	23/24 Study Programme Learner Volumes	24/25 Study Programme Learner Volumes
Construction (SSA 5.2)	369	426
Manufacturing	N/A	N/A
Digital, Creative Media and Technology (SSA 6.1, 9.2, 9.3)	325	341
Health and Social Care, and Childcare (SSA 1.3, 1.5)	176	199
Haulage and Logistics	N/A	N/A
Engineering, Transportation Operations and Maintenance (SSA 4.1, 4.3)	146	222
Science and Mathematics (SSA 2.1, 2.2)	865	886

T LEVEL PLANNED NEW SECTOR AREAS 2024/25

Programme Year	Construction and Built Environment	Education and Early Years	Engineering	Health	Digital	Creative and Design	Business Admin
2023-24	Yes	Yes					
2024-25	Yes	Yes	Yes	Yes	Yes	Yes	Yes

7 UNDERSTANDING EMPLOYER DEMAND AND SKILLS NEED

Curriculum planning that delivers for local need.

The College utilises a range of data and information to understand the needs of employers and the skills needs of the City and region such as market demand, size and economic value.

This is executed in a timely way to support the annual cycle of curriculum planning. This ensures that the College understands the economic contribution it makes and the value it brings. The curriculum is shaped to support knowledge, skills and behaviors for sectors and industries as well as embedding advanced essential skills or 'softer skills'

Curriculum Planning includes:

Employer regular feedback, course level data, enrolment trends and learner demand, quality data, labour market intelligence, vacancy factor and employer demand, market share, utilising professional staff and skills, capital and resource implications and costs, viability, competitors.

This includes the following:

- Future Skills Unit and utilisation of their data on emerging new reports and vacancy reports by sector
- Lightcast, Vector and other LMI and market research reports
- Close relationship with the LEP, Chambers of Commerce and City/County Skills Advisory Panel
- Staffs County regional economic data reports from Skills Advisory Panel
- Staffordshire Employment and Skills Strategy 2023-2030 and investment prospectus 'A Place to Prosper' 2024
- Stoke-on-Trent Our City Our Wellbeing Strategy and associated evidenced initiatives
- Employer forums, panels and dialogue and 'live' project briefs to shape curriculum
- Community, civic and education provider networks and forums with a high degree of formal membership, representation and engagement
- Utilisation of Purlos for destination data and analysis of this to support careers planning and engagement with sectors and employers
- Learner and Employer surveys on current experiences and on future skills needs
- Maximising new funding allocations such as Innovation Fund
- Sector trends and feedback and policy context - AoC, DfE, CiTB and professional bodies

8

HOW WE ARE APPROACHING OUR SKILLS DUTY OBLIGATION - COLLABORATION

Collaboration is part of our 'Skills Ready Future Ready' Strategy and is at the heart of all we do.

Consultation on this Accountability Statement has taken place over a number of months with a range of partners where over 60 partners have been engaged in discussions about our curriculum intent, skills strategy and future role in the City and County. In-depth work has been carried out with the Chambers of Commerce around the LSIP including discussion with College Governors of other Colleges in January and May 2024.

The College works with a range of Civic, Community Employers and Education partners to support skills training and skills acquisition of young people and adults, and in gathering and accessing data, trends and feedback from employers and intermediaries, for example (not exhaustive):

- Employers including large NHS Trusts and industry bodies such as CiTB
- LSIP Board
- City14-25 Skills Board (founder member)
- City Strategy Board – skills and family
- SASCAL college and school leaders' Board Stoke on Trent
- DWP and Home Office Stoke-on-Trent
- Schools and multi-academy trusts
- Children and Young People's Board City
- Opportunities Task Force City
- Silicon Stoke Board
- Skills Advisory Panel Staffordshire
- SPES network of training providers Staffs and City
- Collaborative Network - CEOs of voluntary organisations and providers City
- License holder with the Institute of Technology
- Patron Chambers of Commerce network and Board membership
- Staffordshire Principals Group and MAT CEO network
- Partner to Careers and Enterprise Company and local career hubs
- Stoke City and Port Vale Football Clubs and Foundations
- Ambassador for We are Staffordshire
- Voluntary and Community sector e.g. YMCA, ventures to support adult delivery
- Safeguarding Partnership and Crime Partnership
- Association of Colleges and Education and Training Foundation

Other strategic skills partnerships:

- Be the Future Campaign - as an employer and provider of provision for Looked After young people/care leavers to move in to skills training or employment - 150 young people with positive outcomes and progression to further education, employment or training
- Stoke by Numbers Multiply campaign in partnership with the City and 5 providers reaching 10,000 adults
- Family Learning Matters campaign in partnership with the City and local schools and Chair of Skills/Family strand of City strategy
- Partnership with schools and specifically the Alpha Academies Trust on promotion and access to vocational and technical training including a skills framework, joint delivery and staff exposure to skills
- Expansion of ESOL and for unaccompanied asylum seekers with Staffordshire County
- Expansion of High Needs provision with City 80 places
- NEETS initiative in partnership with City Shared Prosperity
- Partnerships with two universities for access through to higher level skills and new developments such as micro-credentials and HTQs
- Young Engineer of the Year with KMF award winning engineering business and Green Power
- High Profile 'Regeneration Brainery' Property Development immersion week for 20 learners leading to work placements and industry immersion
- Close working with SMEs in Construction e.g. Carve Interiors and WJL Contracts Ltd to develop a bespoke offer and skills pipeline in bench joinery and wood machining for high-end projects and fitting. The long-standing relationship with Carson Powell has resulted in significant Apprenticeship provision with 70% of their workforce having completed an Apprenticeship and including care leavers.



- Partnership with the University Hospital North Midlands has benefited from our Distance Learning offer that has helped meet skills needs alongside language (ESOL) courses and functional skills for international staff reducing skills shortages.
- In collaboration with CabAbility, a firm that transports disabled people across the community to hospital appointments, a skills for employment initiative was delivered with JCP customers to develop the behaviours and skills to gain employment with CabAbility to meet workforce requirements.
- A partnership with Holdcroft Group has developed programmes in motor vehicle that meets their specific needs for technicians, and is delivering a flow of new apprentices for the company and future proofing the business.
- Carse and Waterman collaboration on L3 Games Animation courses, VFX (Visual Effects) animation has resulted in wider collaboration project with Valentines Clays for 3 live briefs on Social Media Marketing Campaign, 3D Photogrammetry of Valentines' ceramic products and Interactive web design.

- The College's career's function continues to remain integral to the intent of the 'I Am' campaign with aspirations, choices and support offered from point of enrolment and induction, and throughout the learner journey for all cohorts to ensure supported progression to positive destinations. This is funded through £200k Shared Prosperity Fund 2022-24.
- A new programme Preferred Futures has been created in partnership with the local Youth Movement and Kings Prize winner Ruff and Ruby.
- The College has developed a meaningful and progression-based curriculum to support vulnerable young people, adults and those with special educational needs, into employment, education and training e.g., Supported Internships and Princes Trust.
- The College is contributing directly to meeting skills needs on digital and the wider cross cutting agenda for skills including Silicon Stoke and its work on green technologies with key employers through its new centre.
- We have developed a Future Skills Pledge to harness deep partnerships and commitment in skills from employers to help shape curriculum, offer work placements, support apprentices and provide industry intelligence and immersion.
- Soon to be licence holder of the Institute of Technology offering higher level apprentices in construction 2024/25.





9 OUR STRATEGIC AIMS AND OBJECTIVES

'Skills Ready Future Ready' Corporate Strategy Aims	Annual Accountability Objectives 2024-25	Performance milestones
<p>1 EXCELLENT EDUCATION AND SKILLS TRAINING FOR LIFE AND WORK</p> <p>Strategic aim Ensure every learner will experience excellent and inspiring teaching and skills training, effective support, and progress to a successful future</p>	<p>1. Ensure progression to positive destinations though investing in a range of employer and learner-led skills opportunities - T Levels, Apprenticeships, Free Courses for Jobs, higher level skills HNC/HTQs, & Skills Initiatives</p> <p>2. Embed four College Skills Hubs to be employer-facing responsive strategic delivery Hubs in sector priority areas</p> <p>3. Work collaboratively, maximising the adult funding so that our strategy meets the needs set out in LSIP, City and County skills plans, through focused part-time and full-time adult provision, and community delivery to support second chance, those inactive, well-being, and to upskill and reskill</p> <p>Role and contribution of partners:</p> <ul style="list-style-type: none"> • Chambers of Commerce, DWP, Home Office, and Local Authorities on strategic priorities for adult learning • Partnership with 2 local Universities and Institute of Technology • Engaged employers such as UHNM and Combined Health Trust, SMEs and network of employers to support Hubs and curriculum and progression • Support schools with careers and qualification reforms 	<ul style="list-style-type: none"> a. Achieve >90% progression in sector priority areas b. Growth in Study Programme to at least budget target and aim for aspiration target c. 10% improvement in learners' own assessment of advanced essential or softer skills (LSI)p) d. Four Skills Hubs have strategy, delivery plan, and 'prospectus' for learners and employers. e. Exploit curriculum opportunity in DCHub for World Craft City and 100 years skills f. Deliver regular skills panels in 4 hub areas, and in each specialist academy area. g. Maximise adult skills funding and utilise Bootcamp or Innovation Fund to meet identified need at least one project by March 2025 in sector priority area h. Lead on the Family Learning campaign for the City boosting adult tailored take up in this area against allocation. i. Embed Digital Technology strategy & skills at individual and sector level i.e. AI, Metaverse, AR and VR. Further develop Adapt Interview Coach for all SP learners
<p>Strategic Aim One relates to the following local/ regional and national priorities:</p>	<p>LSIP priorities:</p> <ul style="list-style-type: none"> • Digital technologies • Health and Social Care • Construction & modern methods • Engineering and STEM • Cross-cutting green technologies and digital 	<p>National Priorities:</p> <ul style="list-style-type: none"> • Construction • Manufacturing • Digital and Technology • Health and Social Care • Haulage and Logistics • Engineering • Science and Mathematics

'Skills Ready Future Ready' Corporate Strategy Aims	Annual Accountability Objectives 2024-25	Performance milestones
<p>2 FUTURE READY SKILLS AND SECTORS</p> <p>Strategic aim Be agile and responsive to meet local and regional skills priorities, to drive productivity and social mobility, and to be the trusted provider of choice for employers and partners</p>	<p>1. Grow impact of Apprenticeships and increase starts in skills growth areas with improved delivery and partnerships with employers to boost take-up, productivity and quality</p> <p>2. Develop the T Level programme and adopt and embed other qualification reforms</p> <p>3. Prepare, deliver and recruit to higher level qualifications such as HTQs in priority sectors</p> <p>4. Develop the ground work for 5th Skills Hub in Advanced Manufacturing</p> <p>Role and contribution of partners:</p> <ul style="list-style-type: none"> Engaged employers in sector areas to identify skills gaps and support curriculum, work placement and progression Collaborate with other providers on LSIF and IoT on developing capacity and technologies Engaged schools on promoting T Levels, IoT Work with AoC ETF and provider networks to support T Level 	<p>a. Deliver Higher Level Apprenticeships at Levels 4 and 5 in key sector areas.</p> <p>b. Deliver Higher Level Techs – 30 learners in key sector areas</p> <p>c. Develop phase one of new curriculum of Manufacturing – curriculum plan May 2025</p> <p>d. Development of Motor Vehicle curriculum for electric/ decarbonization and upskilling on for employers</p> <p>e. Apprenticeship funding target met and accountability measures 'good' 2024/25</p> <p>f. Deliver at least 2 additional T Level courses in priority sectors 2024/25</p> <p>g. Deliver year 2 LSIF project against targets in Advanced Manufacturing and Engineering by March 2025</p> <p>h. Create Advanced Green Skills Centre and associated curriculum and courses utilising Levelling Up funding £2.3m and identify employer partners and market 20 employers in 2024/25</p>
<p>Strategic Aim Two relates to the following local/ regional and national priorities:</p>	<p>LSIP priorities:</p> <ul style="list-style-type: none"> Digital technologies Health and Social Care Construction & modern methods Engineering Advanced manufacturing & ceramics Advanced logistics Cross-cutting green technologies and digital 	<p>National Priorities:</p> <ul style="list-style-type: none"> Digital technologies Health and Social Care Construction Engineering Manufacturing Haulage and Logistics Science and maths

'Skills Ready Future Ready' Corporate Strategy Aims	Annual Accountability Objectives 2024-25	Performance milestones
<p>3 TRUSTED PARTNERSHIPS WITH PURPOSE</p> <p>Strategic aim Enhanced pride and trust in our College and create and invest in strategic alliances, partnerships and collaborations to ensure our vision and learner outcomes exceed expectations</p>	<p>1. Tackle inequality in learning, closing attainment gaps where evident and work with partners to assist the high levels of EHCP, Looked After Young People, Care Leavers and NEETs</p> <p>2. Engage employers in investing in skills and partnerships with Stoke on Trent College and partner providers</p> <p>3. Embed partnerships with the IoT and key Universities on enhanced curriculum and higher level skills</p> <p>Role and contribution of partners:</p> <ul style="list-style-type: none"> Continued partnerships with Staffs SEND partners, Be the Future, City 14-25 Skills Board, DWP, City BID, Youth Collective on tackling inequalities Work with Staffordshire University on engaging employers in skills 	<p>a. Deliver roll-on Study Programme 45 NEETs learners March 2025</p> <p>b. Deliver 5 Princes Trust and Preferred Futures programmes 16-18 and 19-25 with partners YMCA, Stoke Youth Collective, DWP</p> <p>c. Close the gap on attainment by a third on Looked After Young people and ensure positive progression</p> <p>d. Maximise partnerships with Keele and Staffordshire on enhanced curriculum for T Level, HTQs, green and digital alongside established careers and progression work for UCAS</p> <p>e. College is a license holder of IoT by August 2024.</p> <p>f. Deliver 80 places for expanded High Needs provision.</p> <p>g. Sponsor the Business Awards 'Skills of the Future' and further develop the College's Future Skills Pledge Award 10 employers August 2025</p>
<p>Strategic Aim Three relates to the following local/ regional and national priorities:</p>	<p>LSIP priorities:</p> <ul style="list-style-type: none"> Digital technologies Health and Social Care Construction & modern methods Engineering and STEM Advanced manufacturing & ceramics Advanced logistics Cross-cutting green technologies and digital 	<p>National Priorities:</p> <ul style="list-style-type: none"> Digital technologies Health and Social Care Construction Engineering Science and maths

'Skills Ready Future Ready' Corporate Strategy Aims	Annual Accountability Objectives 2024-25	Performance milestones
<p>4 EMPOWERING PEOPLE</p> <p>Strategic aim Attract, reward and invest in our people, valuing their contribution as part of a professional, skilled, creative and adaptable team to drive our ambition for excellence</p>	<p>1. Attract, reward and invest in our people and revamp recruitment and retention of colleagues and in critical business areas</p> <p>Role and contribution of partners:</p> <ul style="list-style-type: none"> • Consultation and promote on activity with colleagues and learners, and the full range of partners civic education employers and community, staff engagement group and unions 	<p>a. Innovate on strategies to recruit to and retain in shortage subjects and monitor impact by 2025</p> <ul style="list-style-type: none"> • Refreshed People and OD Strategy prioritising: • Leadership competence and skills • CPD strategy aligned to People ambitions, future skills and competency development • Innovative skills and talent acquisition and talent management • Investment in Diversity award <p>b. Continued progress on pay and reward strategy through investment in Total Reward</p> <ul style="list-style-type: none"> • Impactful, prioritised and affordable pay award in 2024/25 • Positive relationship with unions on pay, reward and workload
<p>Strategic Aim Four relates to the following local/ regional and national priorities:</p>	<p>LSIP priorities:</p> <ul style="list-style-type: none"> • Digital technologies • Health and Social Care • Construction & modern methods • Engineering • Cross-cutting green technologies and digital 	<p>National Priorities:</p> <ul style="list-style-type: none"> • Digital technologies • Health and Social Care • Construction • Engineering • Science and maths

'Skills Ready Future Ready' Corporate Strategy Aims	Annual Accountability Objectives 2024-25	Performance milestones
<p>5 FINANCIAL STRENGTH</p> <p>Strategic aim Secure, sustain and build financial strength to invest, innovate and grow, and to deliver industry-standard facilities, and to achieve net-zero by 2035</p>	<p>1. Complete Phase 1 Capital Transformation to maximise efficiency of college estate c£14.4m and deliver T Level capital and Levelling Up funding to boost specialist facilities</p> <p>Role and contribution of partners:</p> <ul style="list-style-type: none"> The College and project partners consult and engage with colleagues and learners, local community, civic partners, and with employers 	<p>a. Completion and commissioning of T Level Capital projects September 2025 (HealthCare ward, Science laboratory, Broadcast Media)</p> <p>b. Completion of the Advanced Green Skills Capital Investment - £2.3m Levelling Up Summer 2025</p> <p>c. CTF funded new buildings phase one completed May 2024 (Lifestyle), phase 2 August 2024 (Enterprise Hub) and Cauldon building planned and resourced ready for occupation Summer 2025 on budget or mitigated</p> <p>d. Agree next steps for Burslem capital programme and best fit with agreed plan September 2024</p> <p>e. Publish revised Estates Strategy September 2024</p>
<p>Strategic Aim Five relates to the following local/ regional and national priorities:</p>	<p>LSIP priorities:</p> <ul style="list-style-type: none"> Digital technologies Health and Social Care Construction & modern methods Engineering Cross-cutting green technologies and digital 	<p>National Priorities:</p> <ul style="list-style-type: none"> Digital technologies Health and Social Care Construction Engineering Science and maths

10 SUPPORTING DOCUMENTATION

- LSIP
- Stoke on Trent College Strategic Plan
- Stoke-on-Trent City Strategy Our City Our Wellbeing 2024
- Stoke-on-Trent City 14-25 Strategy 2023
- Staffordshire Employment and Skills Strategy 2023-2030
- Staffordshire Investment Plan 'A Place to Prosper' 2024
- Annual Accounts
- Ofsted Report



11 CORPORATION STATEMENT & SIGNATORIES

On behalf of Stoke on Trent College Corporation, it is hereby confirmed that the plan as set out above reflects and agreed statement of purpose, aims and objectives as approved by the Corporation on 28th June 2024.

The Accountability Agreement will be published on the College website within three months of the start of the academic year.

Corporation statement signed by Chair of Board and CEO/Principal and Accounting Officer.



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Chair
Date: 28th June 2024



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CEO/Accounting Officer
Date: 28th June 2024