AMBITION 2030
TEC PARTNERSHIP STRATEGIC PLAN 2023-2030

T:C Partnership
Training • Education • Careers

"**Regardless of age, gender identity, personality, style sense, race or literally anything that makes people who they are, this feels like a place for everyone**"

STUDENT, SCARBOROUGH TEC INITIAL CONSULTATION

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MESSAGE FROM THE CHIEF EXECUTIVE

"Just as mighty oaks grow from tiny acorns, our talents might start small, but they have the potential to grow huge"

This proverb always resonates with me, I have been exceptionally lucky to have spent the last 30 years working in further education and I have seen many students, staff, and the organisations I have worked within, develop into mighty oaks. The plans laid out in this strategy follow the same premise by showing how we will support our students, improve as an organisation, contribute to economic development in the areas we serve and ensure continued growth for the TEC Partnership.

Our intention is to be at the heart of the communities we serve ensuring their continued development. We will do this by using education and opportunity to capture the imagination and skills of people, both young and old, and equipping them to be effective citizens who have ambitions for the future. For me it is a real honour to lead the TEC Partnership and I will work tirelessly with its fantastic team of staff to ensure we deliver on this plan.

Ann Hardy

MESSAGE FROM THE CHAIR OF THE CORPORATION

The Board are highly ambitious for the TEC Partnership, striving for excellence. Strong advocates of the recently revised vision and mission, our strategy ensures students are at the heart of everything we do. Our aim is to provide our students with a life-long learning journey on which we deliver a consistently excellent student experience.

The TEC Partnership has a strategic role across a large geographical region for Further and Higher education provision, in skills development and meeting local needs. Working collaboratively, we will continue to adapt our offer to meet the diverse range of local needs, whilst benefitting from the experience, support and resilience of the wider group.

Governors are clear of their responsibilities, and are proud to lead an education provider with significant market share, good relationships with employers, a track record of high-quality curriculum delivery and strong student loyalty and satisfaction. Building on these strengths, we intend to be recognised as outstanding for student experience, the quality of our curriculum and resources, responsiveness to the skills and requirements of employers, and developing and nurturing our staff. This pursuit of excellence and continuous development, will further strengthen our reputation, and positioning for growth.

Ultimately, we want to cement our role as the respected community partner, supporting our varied communities, whilst transforming the region through the skilled workforce of the future.

Paul Barker

BUILDING THE STRATEGIC PLAN

August 2020 – Merger between Grimsby Institute Group and East Riding College leads to the formation of the TEC Partnership

01

02

February 2022 – New Chief Executive appointed

May-June 2022 – Executive Leadership Team review strategic planning processes and reflect on the existing Vision, Mission and Values

03

04

July 2022 – Corporation approve plan to develop Ambition 2030, a long-term strategy for TEC Partnership

October 2022 – Strategic planning event 1 with key partnership managers to explore the TEC Partnership's vision, mission and values

05

06

October 2022 – January 2023 – Working groups carry out preliminary discussions with staff and students on what they feel the vision, mission and values should

January 2023 – Strategic planning event 2 where options were reviewed and proposals agreed to share with all TEC Partnership staff and students

07

08

January 2023 – New Chair to the Corporation appointed

March 2023 – Staff and students appraise the options

09

10

February - March 2023 – Staff listening events held at all TEC Partnership sites

April 2023 – Strategic planning event 3 where objectives for Ambition 2030 agreed for presentation to governors

11

12

April 2023 – Draft Ambition 2030 document to be shared with stakeholders and views included as required

May 2023 – Ambition 2030 shared with Governors at strategic away day

13

14

July 2023 – Ambition 2030 launched

KEY METRICS

IMPACT ON PEOPLE

Annually we support **15,031** Further Education students

16-18-year-old - **4,345** students

19+ year-old - **10,686** students

Students with Special Educational Needs or Education Health and Care Plans - **438**

Higher Education students - **947**

QUALIFICATIONS

We offer **2,676** study programmes and qualifications

RETENTION

12,798 students complete their programme of study with us

ACHIEVEMENT

12,389 students achieve their qualification

EMPLOYERS

We work with **1200** employers

We train **1,419** apprentices

We have **2,532** students undertaking work placements

STAFFING

We have **966.33** FTE staff which equates **1,184** individual staff

We have **614** Full time employees

We have **570** part time employees

We have **188** casual staff

CAMPUSES AND TRAINING CENTRES

College Campuses in Beverley, Bridlington, Hull, Grimsby, Scarborough and Skegness

14-16 School Campus in Grimsby

Training Centres in Doncaster and Immingham

Learning Centres in Grimsby, Louth and Immingham

COMMUNITIES WE SUPPORT

TEC Partnership supports some of the most deprived communities in the country. All areas have been affected by economic deprivation to varying degrees with the loss of traditional industries and globalisation of manufacturing and services have significantly affected our areas.

According to the most recent IMD data (IMD 2019), here are the percentages of deprivation.

North Lincolnshire: 27.2% of the population live in areas ranked among the 20% most deprived in England.

East Riding of Yorkshire: 14.9% of the population live in areas ranked among the 20% most deprived in England.

Scarborough: 31.1% of the population live in areas ranked among the 20% most deprived in England.

Skegness: 36.7% of the population live in areas ranked among the 20% most deprived in England.

Factors such as seasonal employment, the density of low paid employment sectors and rural sparsity are major contributing factors to our communities.

OFSTED GRADING

Ofsted **Good or better f**or 20 plus years

FUNDING

We receive in the region of **£59 million** of government funding annually

ACHIEVEMENTS

VISION   Enriching lives through excellent education, community collaboration and employment opportunities

MISSION   Providing inclusive education which inspires, equips and empowers

VALUES   Respect   Ambition   Inclusiveness   Sustainability

Strategies	Objectives
Strategy 1 **Empower students to succeed** by delivering an inclusive curriculum that enable students to take the next step on their career path.	• Inclusive curriculum • Achievement • Reduce barriers to learning • Flexible delivery models • Innovation
Strategy 2 **Improve Operational Performance** by maximising sustainable processes, systems, resource management and employee support.	• Data analytics and performance • Policies, procedures and processes • Talent development • Technology
Strategy 3 **Contribute to Economic Development** by developing programmes, projects and partnerships that meet regional skills needs.	• Current markets • Emerging opportunities • Work based learning • Community and stakeholder development
Strategy 4 **Achieve Organisational Growth** by working in partnership to identify and deliver on opportunities for growth.	• Student growth • Partnerships • Creativity • Brave

STRATEGY 1

Empower students to succeed by delivering an inclusive curriculum that enable students to take the next step on their career path

OBJECTIVES

Inclusive curriculum

- Fully integrated pathways of learning from level 1 to Level 6 in place for all curriculum areas

- All students wishing to undertake an employer placement are enabled to do so

- Development of the 14-16 curriculum to provide clear pathways into the FE

- An extensive programme of additional activities for students that enhances their employability

Achievement

- Student achievement levels at least 3% above the national average annually on 14-16 and further education programmes with a clear focus of right student on the right course

- HE Continuations rates are 3% above the target levels set by the office for students

- 90%+ students proceed to a positive destination

- Engagement in learning will be excellent with high levels of attendance (90%+)

- Apprenticeship achievement rates are on national average by July 2025 and 7% above national average by 2030

- All students have employability skills as part of their programme (14-16, FE and HE)

Reduce barriers to learning

- All campuses and training centres are fully accessible, well maintained, exceed industry standards and achieve statutory requirements

- Strategic oversight of college transport routes to ensure students can access learning

- Project funding pro-actively sought to ensure state of the art facilities and learning opportunities for students

- Further develop the excellent pastoral support that is available for students

- Become a centre of excellence for our work supporting students with Special Educational Needs and/or Education Health and Care Plans

Flexible delivery models

- Online delivery is fully integrated with classroom delivery through the use of creative teaching spaces

- Provide the right course at the right time and in the right place increasing participation

- Develop social/collaborative learning spaces that enable flexible learning

- IT and new technologies are utilised effectively

Innovation

- Target areas such as robotics, artificial intelligence, the metaverse and sustainability as key development areas and become a sector specialist

- Students are developed to be entrepreneurs with starter workshops/offices available across the partnership

- Develop classroom areas to be creative places of learning

STRATEGY 2

Improve Operational Performance by maximising sustainable processes, systems, resource management and employee support

OBJECTIVES

Data analytics and performance

- Data systems are established and embedded which drive improvement

- Service areas meet and exceed the service levels agreed

- Manage pay costs to ensure that they do not exceed 65% of income (currently 68%)

- Effective forecasting data is in place to support curriculum planning

- Education EBITDA as a percentage of turnover should aim for 8.5% (currently 5.8%)

- Use social media analytics to effectively target our marketing activities

- Generate an operating surplus of at least 1.5% of turnover (currently 0.42%)

Policies, procedures and processes

- All policies to be reviewed and updated to ensure need, relevance and impact

- Carry out business area review processes at least every 3 years ensuring they are fit for purpose

- Fully embed the new governance processes to become a sector leader in governance

- Partnership staffing, equipment and resources are fully utilised by all parts of the organisation depending on need

Talent development

- Expand professional development opportunities for staff to enable effective succession planning

- Embed management development programmes at all levels of the partnership

- Develop the internships programme to support ongoing recruitment of key staff

- Effective scanning of opportunities enables staff to be trained for future developments

- Research and evaluate alternative operational models which support efficiency and/or staff wellbeing

- All staff have the digital skills needed to be future ready

Technology

- Improve the effectiveness and efficiency of the IT infrastructure to support both teaching and learning and support services

- Implement new technologies such as AI and automation to manage repetitive tasks and add value to the partnership

- Ensure the resilience and security of the IT Infrastructure

- Embed green/sustainable technology across all of our buildings to reduce our carbon footprint and become carbon neutral by 2040

- All staff have IT resources that enhance their ability to carry out their roles

STRATEGY 3

Contribute to Economic Development by developing programmes, projects and partnerships that meet regional skills needs

OBJECTIVES

Current markets

- Update the curriculum planning process to ensure it enables the development of new programmes that support the labour markets we serve

- Further develop our Institute of Technology provision based on the new licensing agreement

- Develop the TEC Partnership brand to ensure regional and national recognition ensuring there are sufficient resources in place to enable this to happen

- Implement an appropriately funded marketing strategy and ensure that our branding has an impact increasing student numbers

Emerging opportunities

- Increase HE numbers by using our Degree Awarding Powers to develop targeted programmes

- Develop specialist training arms, such as NET, where this would increase recruitment

- Research and develop international opportunities for higher education

- Become a market leader in the delivery of renewables training

- Develop NET to become a national training provider

Work based learning

- Develop a partnership business development team that increases employer engagement and partnership working

- Develop and offer a range of higher education apprenticeships that meets employer demand

- Higher Technical Qualifications targeting employer priorities are developed and delivered

- Research, design and implement experiential and work-based learning opportunities to more effectively meet employer and student needs

Community and stakeholder development

- Increase community engagement through bringing more community activities into our campuses and buildings and getting more events/activities and training happening in community settings

- Be the key skills partner for the devolution deals covered by delivery areas

- Support employers through their use of our specialist equipment

- Develop Business Hubs to increase employer engagement with the partnership

STRATEGY 4

Achieve Organisational Growth by working in partnership to identify and deliver on opportunities for growth

OBJECTIVES

Student growth

- Gain Ofsted outstanding
- Update and enhance admissions activities to ensure that we increase the percentage of the 16-18 cohort coming to our campuses (baseline 2023/24)
- Increase schools' liaison activity, including primary schools, to grow student numbers across a range of education opportunities
- Increase higher education numbers by developing and offering more year 0 or access programmes

Partnerships

- Explore mergers and partnerships where they add value to the TEC Partnership portfolio
- Implement Career Clubs in community or school settings
- Work closely with local authorities and commissioning bodies to ensure locally based funding is used to improve provision for our communities
- Undertake market research on our competitors, emerging business models, new entrants and disruptive technologies and work with those organisations where there are opportunities to deliver on our strategy
- Engage widely with groups focussed on young people's development

Creativity

- Develop and implement creativity workshops to get ideas from a wider range of staff
- Develop creativity in delivery through IT enabled learning
- Embed growth mindset training to empower people to create a culture of innovation
- Develop a staff innovation project to drive positive change

Brave

- Implement a curriculum innovation fund that enables staff to take risks
- A bottom up Income Diversification and Growth Strategy is developed and implemented across the partnership
- Create an environment where there is a willingness to question, challenge norms and seek out and use new understanding and knowledge

VALUES
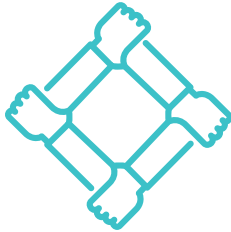
Respect
Respecting each other

Ambition
Ambitions are realised

Inclusiveness
Inclusive for all

Sustainability
Caring for the environment

"The best way to predict the future is to create it"

ABRAHAM LINCOLN

Grimsby Institute

East Riding College

University Centre Grimsby

Skegness TEC
Training Education Careers

Scarborough TEC
Training Education Careers

The Academy Grimsby

net
National Employer Training

MODAL TRAINING CENTRE

Little Stars Day Nursery

**Nuns Corner, Grimsby,
North East Lincolnshire, DN34 5BQ**

📞 **0800 315 002**

🌐 **grimsby.ac.uk**

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