![WCG logo]

Warwickshire College Group Strategic Plan

IMPACT 2025/28

Shaping Futures through the Four Pillars of Success

This is our moment to redefine what success looks like for our students, our college, and our communities.
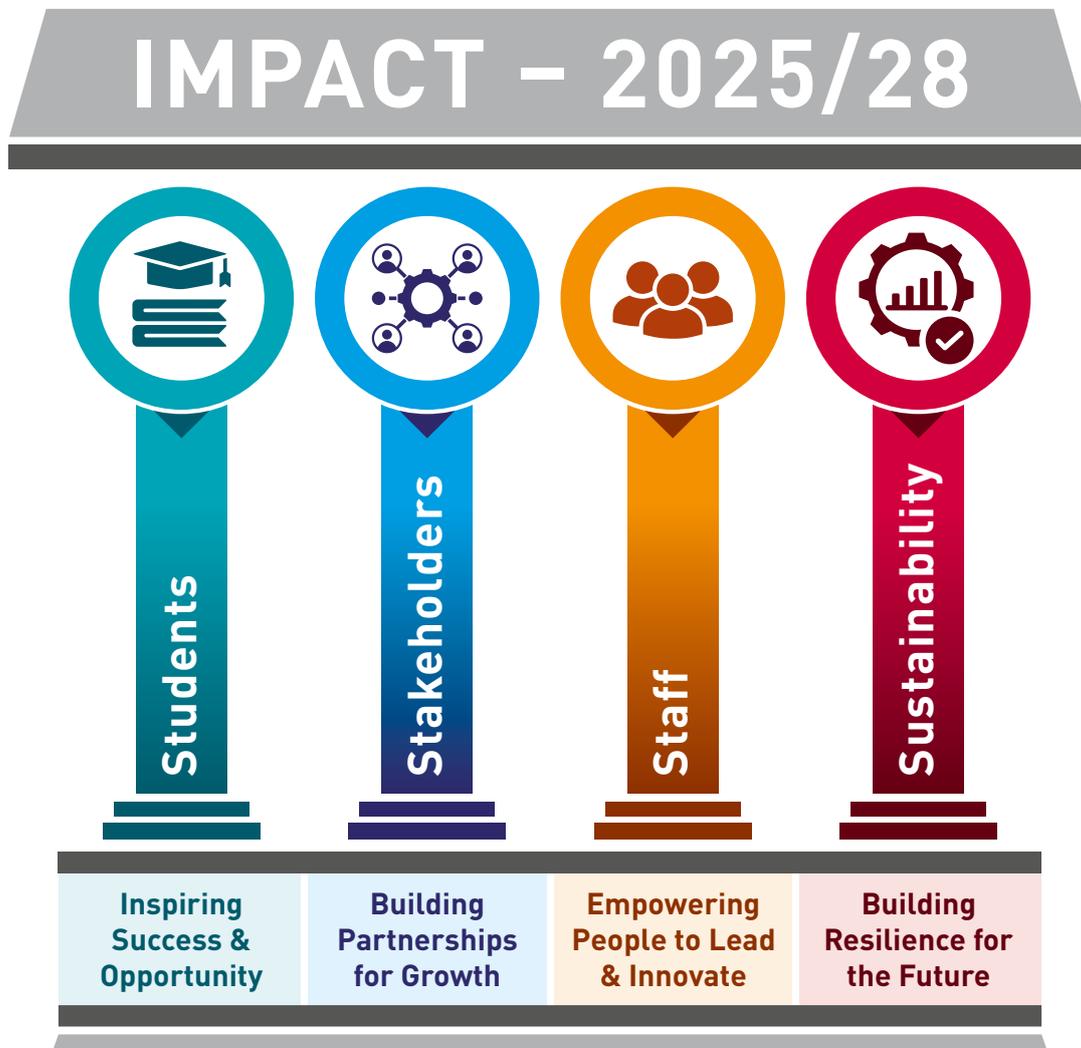
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Foreword

The history of Warwickshire College Group (WCG) is one of pride and progress, but we are entering a new era with ambition, innovation, and excellence at the heart of everything we do. As one of the largest college groups in the West Midlands, spanning six campuses across Warwickshire and Worcestershire – including two land-based institutions – we have the unique capability to drive regional growth, shape future talent, and support the evolving needs of our communities and employers.

Standing still is not an option.
To thrive in a dynamic and competitive world, we must lead boldly, adapt rapidly, and deliver transformational opportunities for our students, staff, and stakeholders. We are aligned in our commitment to WCG's transformation – owning the challenges we face and embracing the responsibility to create a brighter, more sustainable future for everyone we serve.

The challenges of financial intervention in 2024 have sharpened our focus and ignited meaningful change.
By implementing new curriculum and financial planning models, we have laid a foundation for sustainable growth and innovation. This 2025–2028 Strategic Plan builds on our momentum, guided by our **core IMPACT values: Innovative**, **Mindful**, **Progressive**, **Ambitious**, **Collaborative**, and **Transformative**. These principles define our path forward and our promise to deliver for our students and communities.

IMPACT – 2025/28

Students	Stakeholders	Staff	Sustainability
Inspiring Success & Opportunity	**Building Partnerships for Growth**	**Empowering People to Lead & Innovate**	**Building Resilience for the Future**

At its core, this plan places **Students** first, with **Stakeholders**, **Staff**, and **Sustainability** forming the foundation that will drive our success. Our goal is not only to prepare students for the future but to shape that future by driving innovation, developing partnerships, and ensuring a legacy of excellence. By fostering a culture of creativity, collaboration, and inclusivity, WCG will be a catalyst for personal growth, regional development, and educational transformation.

Together, we will establish WCG as a national leader in further and higher education, providing an exceptional experience for every learner and achieving both financial sustainability and an Outstanding Ofsted designation.

This is our moment to redefine what success looks like for our students, our college, and our communities.

Sara-Jane Watkins
CEO, Warwickshire College Group

Gill Clipson
Chair of Governors

The Warwickshire College Group

Warwickshire College Group (WCG) is a forward-thinking, multi-campus educational institution rooted in the Midlands and dedicated to empowering learners, driving regional prosperity, and addressing national priorities. With six diverse campuses across Warwickshire and Worcestershire, WCG combines tradition with innovation to deliver education that transforms lives and shapes futures.

Our campuses are centres of excellence, each with distinct specialisms:

Moreton Morrell College
leads in land-based innovation with its operational farm, equine therapy centre, and focus on sustainable construction.

Pershore College
is nationally recognised for horticulture, agritech, and inclusivity.

Warwick Trident College
offers advanced facilities in engineering and manufacturing, preparing learners for industries of the future.

Royal Leamington Spa College
is a creative and healthcare hub, addressing skills gaps in esports, digital media, and health and social care.

Rugby College
is excellently positioned to respond to growth in motor vehicle, engineering, low carbon and construction sectors.

Evesham New College
provides foundational learning and apprenticeships, equipping individuals with essential skills and confidence.

Spanning 676 acres and over 1.4 million square feet, our estate supports growth and innovation while presenting opportunities for strategic investment. We are committed to aligning our facilities with the evolving needs of learners, employers, communities and industries by optimising assets, addressing surplus capacity, and investing in modern, sustainable spaces.

WCG's strong partnerships with employers will ensure that our curriculum is co-designed to meet workforce demands, bridging critical skills gaps in green technologies, digital innovation, healthcare, and advanced manufacturing. This industry-aligned approach will position WCG as a trusted partner in driving regional and national economic growth.

With a "Good" Ofsted rating achieved in May 2024, WCG's resilience and adaptability shine through as we build on our strengths to deliver an exceptional learner experience. Our leadership team, strengthened by new expertise, is focused on fostering innovation, collaboration, and sustainability across the Group.

Looking ahead, WCG is poised to lead. Guided by a bold strategic vision, we are committed to empowering students, supporting communities, and driving prosperity. As a catalyst for transformation, WCG blends its rich heritage with future-focused innovation to shape outstanding futures for learners, employers, and stakeholders alike.

Ofsted
Good
Provider

Mission, Vision and Values

In 2017, Warwickshire College Group (WCG) established a strong foundation with a mission and values framework built through extensive consultation. While this approach has served us well, today's challenges and opportunities require us to evolve. This new Strategic Plan sharpens our focus, aligning our mission and values with the needs of our students, stakeholders, staff, and sustainability, underpinned by our shared commitment to making a meaningful IMPACT.

Mission Statement

*"Transforming lives and shaping futures through **learning**, **innovation**, and **growth**."*

Our Vision

*"**Equipping learners** across Warwickshire and Worcestershire, **empowering communities**, and supporting industries towards a **dynamic and sustainable future**."*

Our Values: The IMPACT Framework

Our values define the culture of WCG and guide our actions and decisions. Together, they empower us to achieve excellence and deliver meaningful outcomes to reflect how we are:

- **Innovative:** The pursuit of creativity and forward-thinking to solve challenges and shape the future.

- **Mindful:** A commitment to fostering a culture of consideration, thoughtfulness, and respect in all actions and decisions.

- **Progressive:** The dedication to growth, change, and lifelong learning for all.

- **Ambitious:** The drive to set high standards, inspiring students and staff to achieve excellence.

- **Collaborative:** The building of meaningful partnerships and relationships that drive shared success.

- **Transformative:** The creation of lasting change that enhances lives, organisations, and communities.

These values are the foundation of our corporate priorities, expressed through the Four Pillars of IMPACT.

Students:
Your Outstanding Future, Our Focus

Strategic Goal

> *To **inspire** and **empower every learner** to **achieve their aspirations**, excel in a dynamic world, and **contribute meaningfully** to the future workforce and society.*

Our Ambition for Students

Every learner will be empowered to excel, innovate, and lead in a dynamic world, underpinned by inclusive, learner-centred education and exceptional support.

Students will gain the skills, knowledge, and resilience to thrive in their careers and make meaningful contributions to their communities. A seamless progression pathway, from Level 1 to Level 3 in further education and Level 4 to Level 6 in higher education, will enable continuous growth, preparing students for success at degree level and beyond. Our higher education provision will develop critical thinking and advanced skills, nurturing lifelong learning. WCG graduates will shape the future with purpose, tackling global challenges and excelling in emerging industries. Flexible, lifelong learning opportunities will foster personal and professional growth, while honouring each learner's unique journey. Success will be celebrated, ambition fuelled, and transformative contributions recognised, creating a culture of achievement and reflection.

High-Level Strategic Targets for Students

1. Transform the Student Experience
- Ensure 99% of students progress into further study, employment, or apprenticeships by 2028.
- Achieve Ofsted Outstanding by 2028, delivering exceptional education and outcomes above national benchmarks.
- Work towards TEF Gold for higher education provision by 2028.
- Increase 14-18 learner numbers to 4,500 by 2028, enriching the educational experience through diversity.
- Foster a stronger student voice by establishing regular forums with senior leadership by 2025.

2. Boost Progression to Higher Education and Employment
- Annually improve apprenticeship performance above the national benchmark.
- Achieve top 10% in National Student Survey by 2028 for higher education.
- Increase market share in higher education annually.
- Ensure 70% progression from 14-16 to post-16 programmes by 2028.

3. Enhance Inclusivity and Accessibility
- Increase participation in learner numbers from disadvantaged wards annually.
- Support learners with high needs, growing to 550 by 2026, with expanded support services.
- Achieve 25% growth in adult learners by 2028, focusing on underrepresented groups through flexible delivery models.

4. Improve Outcomes for Foundation Learners
- Reintroduce functional skills programmes by 2025.
- Ensure 70% progression from Level 1 to Level 2+ pathways by 2027.
- Successfully launch direct-entry provision for 14-16 learners by 2026, growing to 400 learners by 2028.

5. Build a Culture of Well-Being, Resilience, and Enrichment
- Achieve the Further Education Mental Health Award by 2027.
- Increase early intervention referrals by 50% by 2026 and establish well-being hubs across all campuses.
- Achieve 95% student satisfaction with well-being services by 2027 and reduce withdrawals due to well-being challenges by 50% by 2028.
- Enhance extracurricular activities to achieve 100% student participation by 2027, supporting social, emotional, and academic growth.

How We Will Achieve This:

1. **Curriculum Innovation:**
   - Develop future-focused programmes aligned with regional and national skills priorities, integrating areas like English, Maths, digital literacy, AI, green technologies, and vocational pathways for 14-16 learners.

2. **Partnerships:**
   - Collaborate with employers and advisory boards to ensure curriculum relevance, flexibility, and real-world alignment to meet workforce needs. Collaborate with employers and advisory boards to ensure relevance, flexibility, and industry-aligned outcomes.

3. **Inclusion and Support:**
   - Provide targeted support for SEND learners, 14-16 year-olds, underrepresented groups, and those requiring foundational support, ensuring all students thrive.

4. **Student-Centred Excellence:**
   - Embed innovative teaching practices to create personalised, impactful learning experiences for students.

5. **Holistic Growth:**
   - Deliver enrichment programmes that prioritise mental health, teamwork, leadership, and employability, preparing students to excel beyond the classroom.

How This Links to IMPACT:

- **Innovative:** We will develop cutting-edge programmes, embed digital tools like AI, and adapt the curriculum to emerging industries.

- **Mindful:** We will provide tailored support for every learner, fostering resilience, confidence, and a strong sense of belonging.

- **Progressive:** We will create clear pathways from further to higher education and employment, ensuring every learner progresses.

- **Ambitious:** We will aim for Ofsted Outstanding, grow 14-18 learners to 4,500, and become a national leader in education and innovation.

- **Collaborative:** We will partner with employers, advisory boards, and communities to ensure curriculum relevance and real-world alignment.

- **Transformative:** We will empower every student to thrive, equipping them with the confidence, self-awareness, and leadership skills to lead in their careers and communities.

Stakeholders:
Our Community, Shaping Prosperity & Tomorrow's Workforce

Strategic Goal

"To position Warwickshire College Group (WCG) as the **leading partner for talent development and skills innovation**, *driving* **regional and national prosperity** *through* **dynamic**, **collaborative**, *and* **impactful partnerships**.*"*

Our Ambition for Stakeholders

WCG will forge impactful partnerships with employers, communities, schools, and regional leaders to align education with workforce needs, address critical skills gaps, and drive inclusive economic growth. In response to the devolution of adult skills, we will provide high-quality, accessible learning pathways that equip adults for evolving industries.

Through co-designed curricula, employer-led initiatives, and sector-specific hubs, WCG will shape the future of talent in Warwickshire and Worcestershire. By collaborating with schools and offering industry exposure, we will enhance youth employability and create clear progression routes. Our partnerships will ensure that education and training meet regional needs and prepare the workforce for future demands. We will lead initiatives that promote regional prosperity and sustainability, enhancing the economic, social, and environmental health of our communities.

High-Level Strategic Targets for Stakeholders

1. Strengthen Regional Leadership

- Establish Local Boards across all campuses by 2026, ensuring alignment with regional growth priorities and WCG's strategic goals.

2. Embed Employer Collaboration

- Ensure 100% of full-time and apprenticeship programmes are co-designed with employers by September 2026.
- Launch and sustain employer and community advisory panels by 2026 to inform curriculum design and align with industry needs.

3. Expand Practical Learning Opportunities

- Ensure 100% of study programmes include work placements, pre-apprenticeship pathways, or meaningful internships by 2026.
- Increase apprenticeship starts by 10% year-on-year in local growth areas and expand Supported Internship opportunities by 25% by 2026.

4. Create Sector-Specific Hubs

- Launch three sector hubs by 2027, with a focus on green technologies to address skills shortages.
- Integrate green technology skills into all relevant curriculum areas by 2027, ensuring alignment with regional sustainability goals.

5. Strengthen Employer and School Partnerships

- Increase school and employer partnerships annually, focusing on creating clear career progression pathways for students.
- Consult on the college name by 2027 to ensure it reflects the Worcestershire communities we proudly serve.

How We Will Achieve This:

1. **Local Engagement of Governance:**
   - Establish Local Boards to ensure regional alignment, stakeholder representation, and thoughtful decision-making in governance, with 100% operational by 2026.

2. **Employer Engagement:**
   - Implement regular forums, advisory boards, and panels to ensure industry needs drive curriculum design and foster collaboration, starting in 2025.

3. **Sector-Specific Excellence:**
   - Launch sector-specific hubs to address critical skills shortages, particularly in green technologies, with the first hub operational by 2027.

4. **Bespoke Training Solutions:**
   - Partner with employers to deliver tailored upskilling and reskilling programmes that address workforce challenges, with 50% of key employers engaged by 2026.

5. **Enhance Practical Learning:**
   - Ensure all programmes integrate real-world learning experiences such as placements and internships, aiming for 100% participation by 2026.

How This Links to IMPACT

- **Innovative:** Co-designing sector-specific programmes and using industry insights to address emerging workforce needs.

- **Mindful:** Building partnerships that emphasise respect, inclusivity, and mutual benefit for stakeholders.

- **Progressive:** Implementing initiatives like Local Boards and recruitment arms to stay ahead of regional and industry demands.

- **Ambitious:** Aiming for an Ofsted 'Strong' Skills Judgement and becoming the primary workforce solution provider in the region.

- **Collaborative:** Ensuring collaboration with employers and communities to design relevant, future-focused curricula.

- **Transformative:** Aligning efforts with regional economic strategies to create lasting impact for learners, employers, and communities.

Staff:
Our People, Our Values

Strategic Goal
*"To create an **exceptional working environment** where **every individual feels valued**, respected, and **inspired to contribute**, making WCG an **employer of choice** and a leader in education and skills provision."*

Our Ambition for Staff
WCG will cultivate an environment where every staff member feels valued and empowered to contribute to the success of the College. By prioritising professional growth, well-being, and collaboration, we will attract, retain, and develop exceptional talent.

Through clear communication, inclusive practices, and authentic recognition, we will create a community of motivated professionals who innovate, excel, and inspire the next generation. We will foster a culture of respect, integrity, and accountability, ensuring that staff lead by example and inspire students to follow their path.
By providing ongoing development opportunities and supporting staff well-being, we will create a workplace where creativity thrives, contributions are celebrated, and every voice is heard.

High-Level Strategic Targets for Staff:

1. Enhance Career Development and Progression
- Establish clear succession plans for every area by 2026, with regular 1:1s and career development opportunities available to all staff by 2025.
- Deliver a Future Leaders programme by 2026 to foster internal progression and leadership development.
- Ensure competitive and equitable reward and remuneration packages, with alignment to performance and industry benchmarks, to attract, retain, and motivate staff, with a structured approach in place by 2027.

2. Foster Staff Well-being and Work-Life Balance
- Implement a comprehensive Holistic Well-being Framework by 2026, with a focus on mental health support and flexible working options.
- Achieve recognition on the 'Great Place to Work Well-being' list by 2028.

3. Drive Leadership Excellence and Collaboration
- Ensure every leader provides mentoring support to at least one aspiring leader by 2026.
- Encourage all leaders to engage with an external mentor by 2026 to support continuous leadership development.

4. Build a Culture of Collaboration and Collective Success
- Launch an annual staff conference by 2025 to celebrate achievements and align on strategic priorities.
- Introduce termly recognition and engagement events to ensure staff feel valued and appreciated.

5. Promote Equality, Diversity, and Inclusion
- Ensure all campuses have staff and student EDI champions by 2026 to promote inclusivity.
- Increase recruitment from underrepresented groups by 2027, building a workforce that reflects the diversity of our communities.

6. Ensure Financial Transparency and Staff Engagement
- Introduce staff engagement ambassadors by 2026 to foster transparency in decision making.

How We Will Achieve This:

1. **Career Development:**
   - Embed a culture of continuous feedback and career progression opportunities for all staff, ensuring alignment with the College's mission by 2025.
   - Review and update reward and remuneration packages regularly to ensure they are competitive, fair, and aligned with both market standards and staff performance, with a structured approach in place by 2027.

2. **Well-Being Initiatives:**
   - Implement the Holistic Well-being Framework to enhance retention and reduce work-related stress, aiming for external recognition by 2028.

3. **Recognition Programmes:**
   - Foster a culture of growth, collaboration, and recognition, encouraging leaders to mentor emerging talent and create meaningful development opportunities.

4. **Leadership Excellence:**
   - Equip leaders with the skills to support their teams, focusing on empathetic leadership, transparency, and creating measurable outcomes by 2026.

5. **Inclusive Practices:**
   - Embed equality, diversity, and inclusion in recruitment, career development, and workplace culture across all campuses.

6. **AI and Technology Integration:**
   - Leverage AI and emerging technologies to support staff well-being by streamlining support services and enhancing work-life balance through tailored resources and innovative tools.

How This Links to IMPACT

- **Innovative:** Empowering staff to take bold, creative approaches and fostering an environment where new ideas, including the use of AI, are encouraged and supported.

- **Mindful:** Embedding respect, empathy, and thoughtfulness into every interaction, ensuring a supportive and inclusive workplace.

- **Progressive:** Creating supported pathways for personal and professional growth, underpinned by clear succession plans by 2026.

- **Ambitious:** Achieving external recognition such as the 'Great Place to Work Well-being' list by 2028, and fostering professional excellence.

- **Collaborative:** Building strong, respectful relationships across teams and departments, creating opportunities for collective success and shared goals.

- **Transformative:** Nurturing talent, valuing contributions, and creating a supportive culture that aligns personal growth with the college's success.

Sustainability:
Our Path, Sustaining Growth and Long-term Success

Strategic Goal

*"To build a **financially sustainable**, **efficient**, and **innovative** institution that delivers outstanding education and skills through **exceptional facilities**, fostering regional prosperity and **empowering future generations**."*

Our Ambition for Sustainability

WCG is committed to building a resilient, sustainable business model that supports its educational mission. By optimising resources, modernising our estate, and integrating innovative technologies, we will create dynamic campuses that inspire innovation, foster emerging industries, and equip learners for success in a rapidly evolving world.

Our decision-making will be ethical and forward-thinking, ensuring our commitment to social responsibility, environmental stewardship, and long-term financial viability. Sustainability will underpin every aspect of our strategy, from carbon reduction to financial stewardship, creating adaptable, inspiring environments that drive growth, excellence, and lasting impact locally, regionally, and nationally.

High-Level Strategic Targets for Financial and Operational Sustainability:

1. Achieve Financial Sustainability

- Transition out of financial health intervention by 2026, focusing on disciplined planning, income growth, and cost management, achieving an EBITDA of 6% by 2028.
- Establish robust MIS systems by 2026 to ensure audit compliance and support financial forecasting.
- Achieve a staff cost-to-income ratio of sub-67% by 2026.
- Increase 16-19 income to at least £32.5M annually by 2027.
- By 2025, establish a clear framework for reviewing provision, ensuring decisions are based on community impact and long-term sustainability.

2. Transform and Optimise the Estate

- Reduce Gross Internal Floor Area (GIFA) by 10% by 2026.
- Generate £5M+ through the disposal of underperforming assets by 2026 and reinvest in high-impact facilities aligned with curriculum needs.

3. Embed Sustainability in Operations and Design

- Ensure all estates programmes that include changes to energy systems achieve high standards of sustainability by 2026.
- Reduce operating costs annually through energy-efficient systems and integration.

4. Leverage Technology for Data-Driven Decisions

- Implement PowerBI for real-time insights by 2025.
- Ensure data-driven curriculum alignment and resource utilisation across all campuses by 2026.
- Introduce automation and AI analytics to improve operational efficiency by 2027.

How We Will Achieve This:

1. **Financial Strategy:**
   - Develop disciplined financial planning focusing on income growth, cost efficiency, and debt management to stabilise and strengthen operations by 2026.

2. **Estate Optimisation:**
   - Modernise and rationalise facilities to create dynamic, future-focused campuses aligned with curriculum priorities and student needs, achieving 10% GIFA reduction by 2026.

3. **Sustainability Leadership:**
   - Integrate renewable energy, energy-efficient designs, and eco-friendly practices to reduce costs and environmental impact, achieving high standards by 2026.

4. **Technology Integration:**
   - Leverage digital tools like PowerBI to enhance decision-making, streamline processes, and optimise resource utilisation, achieving integration by 2027.

5. **Strategic Alignment:**
   - Ensure facilities and resources support the delivery of high-demand skills in green technologies, healthcare, and advanced manufacturing.

How This Links to IMPACT:

- **Innovative:** Modernising our estate and operations with digital systems, renewable energy, and adaptable spaces for emerging industries.

- **Mindful:** Ensuring every decision reflects a commitment to ethical practices, respect for environmental limits, and the well-being of students, staff, and communities.

- **Progressive:** Aligning facilities and curriculum with future skills needs and regional growth priorities while ensuring ongoing improvements in efficiency.

- **Ambitious:** Aiming for financial stability, operational excellence, and recognition as a sustainability leader.

- **Collaborative:** Partnering with stakeholders to co-create solutions that address regional needs and drive shared success.

- **Transformative:** Reimagining WCG's resources and operations to deliver lasting impact for learners, communities, and industries.

Conclusion: Transforming Lives, Shaping Futures

The Warwickshire College Group Strategic Plan (2025–2028) represents a bold commitment to delivering excellence, fostering innovation, and driving regional and national prosperity. It sets a clear roadmap to ensure WCG remains an institution of choice, guided by thoughtful, ethical decision-making and a deep respect for the needs of learners, staff, and stakeholders. Through our focus on the Four Pillars of IMPACT – Students, Stakeholders, Staff, and Sustainability – we will create lasting value and opportunity for all.

Education is the foundation of progress, and WCG's dedication to delivering transformative opportunities is unwavering. By aligning resources, optimising operations, and investing in cutting-edge facilities, we will continue to meet the needs of today while preparing for the challenges and opportunities of tomorrow. Our approach ensures that every action is intentional, collaborative, and inclusive, fostering an environment where all voices are valued and considered. This plan reflects our shared commitment to driving innovation, shaping talent, and contributing meaningfully to the communities we serve.

With ambitious goals, such as transitioning out of financial health intervention, achieving Ofsted Outstanding, and growing student numbers to 5,000 full-time learners by 2028, we are poised to deliver lasting impact. These milestones will not only strengthen WCG but also ensure our students, staff, and stakeholders thrive in an ever-changing world. Through mindful leadership, we will balance ambition with sustainability, ensuring our growth benefits current and future generations.

Together, we will turn this strategic plan into action. By working collaboratively, **staying true to our IMPACT values**, and **embracing innovation**, we will ensure **WCG leads with confidence, creativity, and purpose**. Our commitment to mindfulness will ensure every step forward reflects care, respect, and responsibility, aligning progress with the well-being of our communities and the environment.

WCG is more than a college group – it is a catalyst for transformation, empowering individuals, and shaping the future of our communities.

Together, we will make it happen.

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