



Accountability Agreement 2025/26



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Key Purpose of the Accountability Agreement

The purpose of our annual Accountability Agreement is to provide a concise and focused summary of our curriculum and the impact the College has on the communities and stakeholders we serve.

Aligned with our Strategic Plan, this document outlines any adjustments made since its approval and explains how the annual review of our provision aligns with the statutory requirements, while also reflecting the intensive work undertaken through the Intervention process. Although we are not conducting a full Local Needs Duty review this year, we have worked closely with the Department for Education (DfE) and the Further Education Commissioner's team to comprehensively review our provision, ensuring a sustainable and responsive curriculum that meets future skills needs.

It also highlights the role of our **Stakeholder Strategy**, with skills at the core of our **Curriculum Strategy**, shaping the ongoing development of our curriculum.

This document reflects the Meeting Skills Needs: Guidance on Annual Accountability Agreements 2025 to 2026 and the **Local Needs Duty (February 2025)**, demonstrating how we are aligning our provision to national, regional, and local priorities, including national skills priorities such as advanced manufacturing, creative industries, and clean energy industries. We continue to engage with Local Skills Improvement Plans (LSIPs) and employer representative bodies (ERBs) to ensure that our curriculum supports both economic growth and learner progression.

Additionally, we have utilised the FE provider dashboard and other relevant data sources to assess learner outcomes and inform our accountability statement, ensuring a strong evidence-based approach to curriculum planning and delivery.



The Impact of WCG College on the Regions We Serve

As a regional college delivering education to nearly 10,000 learners annually across Warwickshire and Worcestershire, Warwickshire College Group (WCG) collaborates extensively with local authorities, district councils, local enterprise partnerships, and education providers at both further and higher education levels. Our strong partnerships with Warwickshire County Council, Worcestershire Local Enterprise Partnership, and key regional employers ensure that we remain at the forefront of workforce development and economic transformation.

In May 2024, Ofsted reported:

“Leaders are highly effective at enabling the College group to play a productive role in the local economy. Leaders respond quickly to employers’ proposals and have been successful in developing beneficial partnerships with many of them. Across the group, the curriculum reflects the local economy and skills priorities.”

As a sub-regional college, we play a critical role in advancing an inclusive and prosperous economy for the communities we serve. Building on our expertise in skills development and employer engagement, we work collaboratively to ensure our curriculum meets the evolving needs of businesses and emerging industries.

We have a strong track record of collaboration but recognise the need to go further in developing a skilled regional workforce and adapting to emerging technologies. Our Accountability Agreement outlines our commitment to ensuring learners gain the right skills for employment, employers benefit from a pipeline of skilled talent, and our curriculum remains responsive to economic and technological shifts.

We are fully engaged in Strategic Development Funds and Local Skills Improvement Funds across Worcestershire and Warwickshire, leading in high-growth areas including low carbon, advanced manufacturing, and agritech. These initiatives support technical skills development, ensuring our curriculum aligns with regional economic priorities and emerging industries.



Strategic Planning & Our Priorities

Warwickshire College Group (WCG) is undertaking a full strategic review, with a new Strategic Plan set for completion by March 2025, running until 2028. This renewed strategy will reinforce our role as a leading provider of education and skills, ensuring that WCG is well-positioned to drive economic growth, social mobility, and innovation across Warwickshire and Worcestershire.

Our strategy aligns with national and regional policy priorities, including the **Meeting Skills Needs: Guidance on Annual Accountability Agreements 2025 to 2026** and the **Local Needs Duty (February 2025)**, the **Get Britain Working White Paper**, **Local Skills Improvement Plans (LSIPs)**, and the **Worcestershire Employment and Skills Plan**. WCG is committed to reducing economic inactivity, ensuring skills alignment with high-growth sectors, and creating clear employment pathways for learners.

Our Strategic Vision

The new Strategic Plan will focus on:

- **Skills for Growth**

Aligning education and training with key economic priorities, including advanced manufacturing, creative industries, defence, digital and technologies, financial services, life sciences, professional and business services, clean energy industries, construction, and health. WCG is committed to ensuring its curriculum reflects these national skills priorities, supporting learners into sustainable, high-quality employment.

- **Employer-Driven Curriculum**

Expanding partnerships with businesses, local authorities, and industry leaders to co-design training programmes in high-demand sectors, focusing on T Levels, apprenticeships, Skills Bootcamps, Free Courses for Jobs, and Higher Technical Qualifications (HTQs). These industry-led pathways will ensure learners develop the skills and competencies employers need.

- **Inclusive and Accessible Learning**

Strengthening pathways for all learners, ensuring those facing barriers to employment can access high-quality training and career opportunities. This includes a renewed focus on English, Mathematics (up to Level 2), and Digital skills (up to Level 1) to address national participation declines and support learner progression into higher-level training.

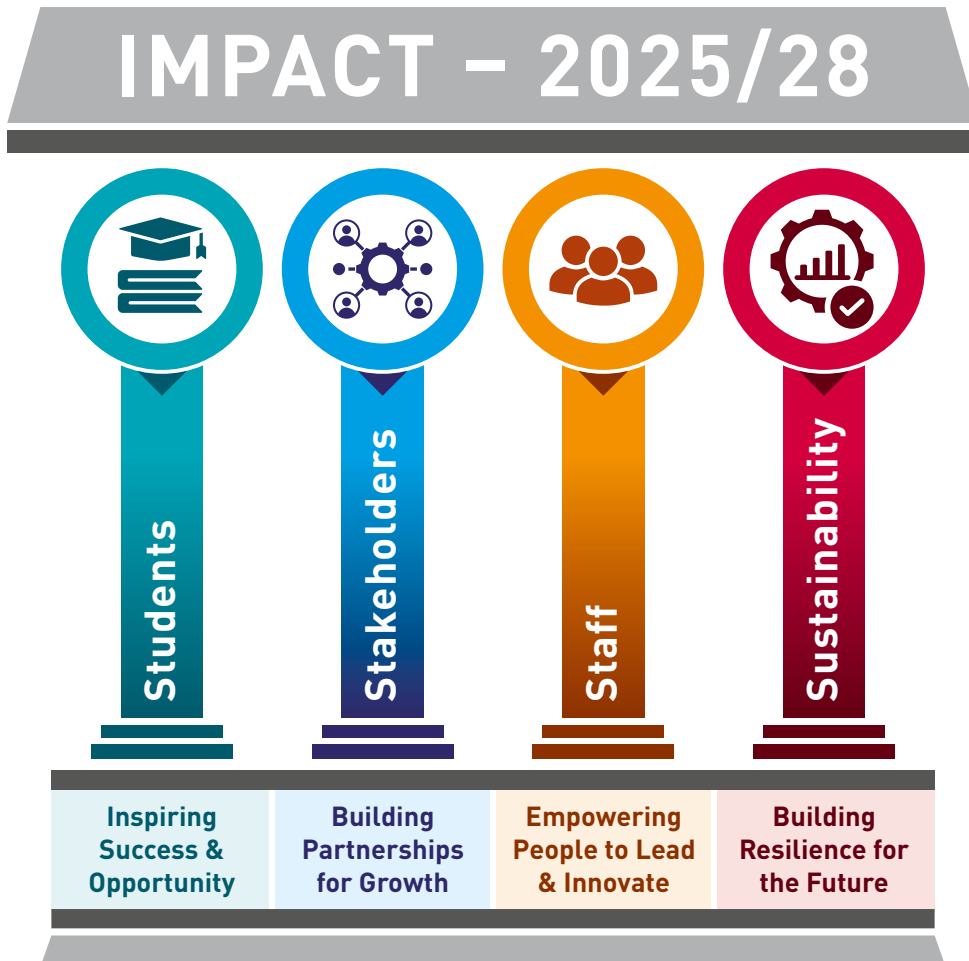
- **A Sustainable, Future-Focused College**


Investing in digital transformation, modern facilities, and financial sustainability to ensure WCG remains competitive and resilient. We will utilise the FE provider dashboard and other data-driven tools to assess learner outcomes, drive curriculum innovation, and ensure financial viability.


- **Regional Collaboration**


Enhancing engagement with employers, local government, and civic leaders to support economic regeneration, employment growth, and social inclusion. We continue to work closely with Local Skills Improvement Plans (LSIPs) and Employer Representative Bodies (ERBs) to shape our provision and respond effectively to local and national workforce demands.


Our Four Strategic Priorities



 **Our Students**
To be recognised as an outstanding college by enhancing the quality, relevance, and impact of the learning experience, ensuring students are equipped with the skills and confidence to succeed in a changing economy.

 **Our Stakeholders**
To be visionary and proactive in working with employers, local authorities, and strategic partners, ensuring WCG is a key driver of economic development and social mobility in the region.

 **Our Staff**
To invest in and develop our workforce, fostering a culture of excellence, innovation, and professional growth to ensure WCG remains a leading employer in the education sector.

 **Our Sustainability**
To maintain a financially resilient, environmentally responsible, and future-ready institution, embedding sustainability across curriculum, operations, and infrastructure to ensure long-term success.

Measuring Our Success

Our achievements will be evaluated through:

- Learner outcomes and employment rates, ensuring our students progress into sustainable careers.
- Employer engagement and industry impact, measuring the effectiveness of our partnerships and curriculum responsiveness.
- Financial and environmental sustainability, ensuring WCG remains a robust and future-proofed institution.

By aligning our Strategic Plan with regional and national ambitions, WCG is committed to driving skills development, enhancing employability, and fostering economic growth – ensuring we remain a cornerstone of education and workforce development in Warwickshire and Worcestershire.

The College's Curriculum Planning Cycle and Skills Strategy

The purpose of our annual Accountability Agreement is to provide a clear and concise summary of the significance of our provision and the value the College brings to the communities and stakeholders we serve.

Aligned with our Strategic Plan, this document highlights any key changes since its approval and demonstrates how the new statutory duty to conduct an annual review integrates with our College business cycle, Curriculum Strategy, and overall curriculum development.



Our Campuses

Royal Leamington Spa College (Warwickshire)



ROYAL LEAMINGTON SPA
COLLEGE

Royal Leamington Spa College is the largest within Warwickshire College Group and offers a broad spectrum of academic and vocational programmes. Known for its strong provision in creative industries, digital media, and business, the campus also has extensive facilities for hair and beauty, hospitality, and health sciences. With a vibrant student community, Royal Leamington Spa Campus fosters innovation and collaboration, supporting progression from entry-level to higher education and professional qualifications.

Rugby College (Warwickshire)



RUGBY
COLLEGE

Rugby College is a hub for technical and vocational education, with a strong emphasis on engineering, construction, and motor vehicle training. It plays a crucial role in supporting the region's advanced manufacturing sector, equipping students with industry-relevant skills and hands-on experience. The campus also provides a diverse range of further and higher education courses, including health and social care, business, and digital technologies, ensuring learners are prepared for the evolving job market.

Warwick Trident College (Warwickshire)



WARWICK TRIDENT
COLLEGE

Warwick Trident College is a centre of excellence for engineering and automotive technology, delivering high-quality training to support local and national industry needs. Working closely with major employers, the campus offers apprenticeships and higher education pathways in advanced manufacturing, digital engineering, and robotics. Its industry-aligned curriculum ensures learners develop the technical expertise and practical skills required to succeed in STEM-related careers.

Moreton Morrell College (Warwickshire)



MORETON MORRELL
COLLEGE

Moreton Morrell College is a specialist land-based campus, renowned for its provision in agriculture, equine studies, animal welfare, and countryside management. With extensive farmland, equestrian facilities, and animal care centres, the campus provides an immersive learning environment for students pursuing careers in the rural economy. Moreton Morrell is also home to the College's sports academies, offering opportunities for elite and grassroots-level training in various disciplines.

Evesham New College (Worcestershire)



EVESHAM
NEW COLLEGE

Evesham New College provides a small range of vocational courses tailored to the needs of the local community and economy.

Pershore College (Worcestershire)



PERSHORE
COLLEGE

Pershore College is a nationally recognised centre for horticulture, agritech, and sustainable food production. With its commercial glasshouses, research facilities, and close links to industry, the campus is at the forefront of innovation in plant science, crop production, and environmental management. Pershore also supports regional initiatives in sustainability and low-carbon technologies, ensuring students are well-prepared for the future of land-based industries.

The Economy of Our Region

Warwickshire's Economy and Skills Priorities

Warwickshire has a diverse and dynamic economy, benefiting from its strategic location in the heart of England with strong transport links via the M40, M6, and major rail networks connecting it to Birmingham, London, and the wider Midlands region. The county is a key player in the UK's advanced manufacturing, automotive, and digital technology sectors, with internationally renowned employers such as Jaguar Land Rover, Aston Martin, and a growing number of tech-based firms driving economic growth. Warwickshire is also home to a strong service sector, including business and financial services, and has a significant creative and cultural economy, particularly around Stratford-upon-Avon and Leamington Spa.

Despite this economic strength, challenges remain, including skills shortages in engineering, digital technology, and health and social care. The Warwickshire Local Skills Improvement Plan (LSIP) highlights the need for greater employer engagement in education and training, particularly in apprenticeships and technical education. Priorities include expanding provision in STEM (science, technology, engineering, and mathematics) subjects, improving digital skills across all sectors, and supporting businesses with workforce development in response to automation and sustainability transitions. Additionally, Warwickshire's rural economy—including agriculture, horticulture, and equine industries – requires skilled workers, with Moreton Morrell and Pershore Colleges playing a pivotal role in addressing these needs.

Worcestershire's Economy and Skills Priorities

Worcestershire's economy is underpinned by a mix of traditional industries and emerging high-growth sectors. With a largely rural landscape, the county benefits from strong agricultural and horticultural sectors, particularly around the Vale of Evesham and Pershore. At the same time, Worcestershire has positioned itself as a leader in cyber security, digital technology, and advanced manufacturing, with Malvern being a recognised hub for innovation in these fields. The county also has a strong logistics and distribution sector, given its proximity to the M5 and M42, which provides direct access to national and international markets.

However, Worcestershire faces several workforce challenges, including an ageing population, skills gaps in technical industries, and the need for increased workforce participation, particularly among younger workers. The Worcestershire LSIP has identified key priorities, including the need for upskilling in green technologies, digital transformation, and engineering, alongside growing demand in health and social care. Employers are also calling for enhanced business and management skills to support the region's growing SME base. To address these priorities, Worcestershire is investing in technical education, apprenticeships, and digital skills bootcamps to ensure local talent is equipped to meet the evolving demands of the economy.

Both Warwickshire and Worcestershire are well-positioned for future economic growth, but targeted skills development and stronger employer-education partnerships will be crucial in ensuring sustainable workforce development and long-term prosperity.



Developing the Annual Accountability Statement: A Strategic Overview

Our Annual Accountability Agreement is a key element of Warwickshire College Group's annual curriculum cycle, ensuring that our provision remains responsive to both local and national skills needs. This process integrates a comprehensive review of qualitative and quantitative data drawn from multiple sources, including:

1. Local and Regional Skills Strategies

Insights from the Local Skills Improvement Plans (LSIPs) for Warwickshire and Worcestershire, as well as regional Employment and Skills Plans, ensuring alignment with economic growth priorities.

2. Employer Engagement

Direct feedback from industry stakeholders via our Employer Partnership Panels, held termly across all curriculum areas to ensure our training aligns with workforce demands.

3. Provision Gap Analysis

A detailed review of skills gaps and unmet training needs across Warwickshire and Worcestershire, identifying areas where new provision or curriculum development is required.

4. Quality and Performance Reviews

Evaluations from our internal quality assurance mechanisms, including our annual self-assessment report and external reviews, ensuring continuous improvement.

5. National Skills Policy and Priorities

Consideration of government-led strategies, such as Skills England, the Industrial Strategy, and the wider post-16 education reforms, ensuring our curriculum supports national workforce development goals.

By incorporating these insights, Warwickshire College Group ensures its provision is strategically positioned to meet employer needs, support regional economic priorities, and equip learners with the skills required for emerging industries.

In collaboration with other colleges across the West Midlands, Warwickshire College Group has developed its Accountability Agreement, reinforcing our shared commitment to delivering high-quality education and skills development across the region.

This collaborative approach builds on strong partnerships previously coordinated with the Local Enterprise Partnerships and now with the evolving skills landscape shaped by the West Midlands Combined Authority and local employer representative bodies. By aligning our Accountability Agreements, we ensure that we collectively address regional skills shortages, minimise duplication of provision, and support the priorities set out in both the West Midlands Skills Plan and the Local Skills Improvement Plans (LSIPs). This alignment strengthens our ability to meet employer needs and drive economic growth across Warwickshire and Worcestershire.

Employer engagement is central to our strategy, and we continuously refine our curriculum based on direct feedback from businesses. As part of this commitment, Warwickshire College Group hosts two annual Employer and Stakeholder Conferences—one in Warwickshire and the other in Worcestershire. These events bring together employers, educators, and regional stakeholders to discuss skills development, workforce planning, and sector-specific challenges, ensuring that our curriculum remains aligned with employer needs and economic priorities.

Through these annual conferences and our ongoing cycle of Employer Partnership Panels, we will ensure that our provision remains responsive to evolving workforce demands. This strategic engagement enables us to shape our curriculum in alignment with employer needs, ensuring that our Accountability Agreement directly supports the growth and success of businesses across the region.

Self-Assessment and Quality Review Process

Warwickshire College Group (WCG) is committed to maintaining and improving the quality of education and training we provide. Our internal quality review mechanisms, including the annual Self-Assessment Report (SAR) and Portfolio Reviews, enable us to identify key areas for improvement and strategic development.

Recent evaluations, alongside our latest Ofsted inspection, have highlighted several critical areas for enhancement, including attendance and engagement in GCSE English and Maths, curriculum ambition for English learners, consistency in feedback quality, timely completion of Level 3 apprenticeships, and improving work placement participation. Additionally, we are focused on developing digital competencies, employability skills, AI integration, awareness of decarbonisation, and ensuring strong support for high needs learners.

These priority areas inform our accountability targets and are embedded within our broader strategic plan, which aims to drive continuous improvement across all provisions. Our ambition is to achieve Ofsted outstanding by 2028, ensuring that WCG continues to meet the evolving needs of learners, employers, and the communities we serve.

Our strategic initiatives focus on strengthening employer partnerships, aligning curriculum with regional economic priorities, and enhancing teaching, learning, and assessment practices to support learners in achieving their full potential – your outstanding future – our focus.

Ofsted Inspection Summary – Warwickshire College Group (May 2024)

Overall effectiveness: Good

- The quality of education: Good
- Behaviour and attitudes: Good
- Personal development: Good
- Leadership and management: Good
- Education programmes for young people: Good
- Adult learning programmes: Good
- Apprenticeships: Good
- Provision for learners with high needs: Good

Ofsted praised WCG for its strong employer engagement, high-quality adult education provision, and the personal development opportunities offered to students. However, key areas for improvement include ensuring that all learners receive developmental feedback, improving GCSE English and Maths provision, and addressing delays in apprenticeship completion.

Through a strategic and data-driven approach, WCG is committed to strengthening curriculum delivery, enhancing student support, and ensuring our learners are equipped for the future workforce.

Your outstanding future – our focus.

Key Achievements Against Our 2024/25 Ambitions

Curriculum and Skills Growth

1. Expanded delivery in priority sectors:

- **Skills Bootcamps in Electric/Hybrid Vehicle Maintenance** – Courses have been developed, with further expansion planned.
- **BPEC-accredited courses in Heat Pumps, Solar Installation, and Rainwater Harvesting** – Ready to commence imminently alongside the completion of our new Low Carbon Training Centre at Rugby.
- **T Level in Digital Support Services** – Currently paused but remains under review for future reintroduction.
- **Level 2 Healthcare Support Worker Apprenticeship (NHS South Warwickshire)** – In active development to meet growing workforce needs.
- **New degree provision in Animation** – Paused for now, with future potential being explored.

2. Delivering on Local Skills Improvement Plans (LSIPs):

- **Centre for Low Carbon Construction at Rugby College** – Successfully completed and set to open in Spring 2025.
- **Electric Vehicle provision** – Expanded significantly, now relocating to Rugby to align with the growth in motor vehicle provision.
- **Agri-tech and Horticulture at Pershore College** – A key area of focus, with plans to introduce a T Level in Soft Fruit Production to support industry needs.

3. Strengthening Apprenticeships and Employer Engagement:

- **Apprenticeship growth in construction, engineering, and health** – Early signs of increased numbers for 24/25, aligning with business growth plans.
- **Employer forums to support curriculum alignment** – Progress made, with further development needed to enhance employer engagement.

4. Enhancing Leadership and Management Training:

- **Conversion of higher education business courses into modular units under LLE** – Actively in development.
- **Trialling leadership modules through LLE funding** – Progressing well, with ongoing development.

People and Resources

5. Addressing Staffing Challenges:

- **Recruitment in key areas (engineering, construction, digital/ICT)** – Staffing has been stabilised, ensuring continuity and quality of teaching.
- **Attracting industry-experienced teachers** – Continued focus on recruitment to bring industry expertise into the classroom.

6. Enhancing the Student Experience:

- **Significant investment in new teaching spaces and specialist resources** – Particularly in T Level teaching, Animal Management, and Agriculture.
- **Improved supported learning curriculum** – New CUBE specialist facility at Leamington Spa and a brand-new Independent Living Facility at Pershore have opened, enhancing student support.

7. Commitment to Sustainability:

- **Working towards a 5% reduction in WCG's carbon footprint** – Positive progress being made towards this key sustainability target.

Our Accountability Targets 25/26

Following a comprehensive analysis of regional skills demand, economic trends, and curriculum performance, we have identified key priorities for the Academic Year 25/26. Our focus is on strengthening our provision in high-growth sectors, ensuring our learners are equipped with the skills required by employers while addressing areas for improvement. This strategic direction allows us to build on our existing strengths while adapting to emerging workforce needs.

Our accountability targets for 25/26 are as follows:

- 1 We will expand T Level provision in construction, digital, engineering, health, agriculture, and animal management** to ensure more learners enter high-demand sectors, supporting both national and regional skills priorities.
- 2 We will increase the number of apprentices completing on time**, with a particular focus on engineering and construction, by strengthening employer engagement and refining delivery models at Warwick Trident College, ensuring timely achievement in key industries.
- 3 The College will establish the Rugby Sustainable Construction Centre as a regional leader** in low-carbon skills, expanding motor vehicle training to incorporate electric vehicle maintenance and hybrid technology, ensuring the workforce is prepared for the transition to greener transport solutions.
- 4 To drive innovation in agriculture and sustainability, WCG will enhance Agri-Tech and Horticulture training** at Pershore College, ensuring learners gain expertise in sustainable food production, regenerative farming, and environmental land management.
- 5 In response to the NHS workforce shortage, we will expand healthcare apprenticeship pathways**, including the Nursing Associate Higher Apprenticeship, and develop new health tech and digital healthcare training in partnership with local health providers.
- 6 We will enhance adult education and workforce upskilling opportunities** by introducing Skills Bootcamps and Higher Technical Qualifications in engineering, digital, and low-carbon technologies, providing clear pathways into sustainable employment.
- 7 Employer engagement will be strengthened through the expansion of industry placements**, ensuring all 16-18 vocational learners where applicable gain industry experience, and through the establishment of Employer Advisory Boards to co-design curriculum in priority sectors.
- 8 We will significantly grow our Level 1 provision across all campuses**, particularly in construction, digital skills, and land-based industries, ensuring learners at the foundation level have clear, structured pathways into higher qualifications, apprenticeships, and employment.
- 9 Following Ofsted and self-assessment feedback, we will implement a targeted strategy to improve GCSE English and Maths achievement**, integrating literacy and numeracy into all vocational programmes, providing additional support for resit learners, and introducing an intervention model to raise attainment across all levels.
- 10 Attendance and retention strategies will be prioritised**, with a focus on younger learners at Level 1 and those on GCSE resit programmes, ensuring they remain engaged, progress effectively, and develop employability skills.

- 11 We will create a SEND Learning Hub at Pershore College**, enhancing vocational opportunities in horticulture, construction, and animal care, while expanding Supported Internships to improve employment outcomes for learners with additional needs.
- 12 The College will relaunch WCG Sport, re-establishing Sports Academies at Moreton Morrell and Pershore**, offering pathways in coaching, sports science, and performance to develop career routes in the growing sports sector.
- 13 A new Construction Academy will be developed at Pershore College**, integrating green skills training, sustainable building practices, and modern construction technologies to address the workforce needs of Worcestershire and beyond.
- 14 Moreton Morrell College will further develop its land-based specialisms**, expanding equine therapy, animal-assisted interventions, and agricultural technology to align with industry advancements and growing employment demand in the rural economy.
- 15 We will expand digital and creative industries training at Leamington Spa College**, strengthening provision in esports, game design, digital marketing, and media production to support the region's booming digital sector.

Our 15 accountability targets for 25/26 are closely aligned with both national and regional skills priorities, ensuring that Warwickshire College Group (WCG) plays a pivotal role in addressing workforce demands and economic growth. Nationally, our focus on advanced manufacturing, digital skills, green technologies, and health and social care aligns with the Industrial Strategy, Skills England priorities, and the Department for Education's focus on technical and vocational education. Regionally, our curriculum priorities are shaped by the Warwickshire and Worcestershire Local Skills Improvement Plans (LSIPs), which highlight key areas such as engineering, low-carbon construction, digital innovation, and agritech. Additionally, our emphasis on strengthening Level 1 provision, improving Maths and English outcomes, and developing industry-responsive apprenticeships supports the Government's 'Get Britain Working' agenda. By expanding employer partnerships and delivering sector-specific training at strategically positioned campuses, we are ensuring that our learners gain the skills needed to thrive in a rapidly evolving economy while meeting the immediate and future demands of businesses across the West Midlands.



Confirmation of Governance Sign Off

On behalf of Warwickshire College Group, it is hereby confirmed that the plan as set out above reflects an agreed statement of purpose, aims and objectives as approved by the corporation at their meeting on 18th March 2025.

The plan will be published on the college's website within three months of the start of the new academic year and can be accessed from the following link: <https://www.wcg.ac.uk/accountability>



Sara-Jane Watkins
CEO, Warwickshire College Group



Gill Clipson
Chair of Governors



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