



# THE MANCHESTER COLLEGE STRATEGIC PLAN 2023-2027



# WELCOME

## THE MANCHESTER COLLEGE STRATEGIC PLAN **2023-2027**

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# FOREWORD FROM OUR CHAIR OF THE MANCHESTER COLLEGE BOARD, DAME ANN LIMB DBE

Over the last few years I have watched from afar as The Manchester College implemented its 'Industry Excellence' strategy, delivering 'Careers not Courses' through provision co-developed with employer partners. I was born in Moss Side, the daughter of a butcher and saw first-hand the challenges of disadvantage and the power of education in transforming lives. So, to return full circle to Manchester as Chair of the College Board, and to play my part in delivering its mission to improve lives and economic success through learning and skills is a real privilege.

While serving some of the most deprived areas in the country, the College has raised aspiration in the communities it delivers for, supporting 10,000 students every year to gain the education and skills they will need for a future career or to contribute within their communities. The success of this transformative work, connecting people of all backgrounds with the vast array of economic opportunity that exists across the region, has been reflected in the achievement of our students which has consistently seen us ranked highly in national achievement rate tables with students progressing to positive destinations and making strong progress. This impactful work would not be possible without the skill and dedication of the teachers and support teams who deliver for our students every day, creating opportunities for them that are to be celebrated.

With these strong foundations in place, our 'College 2027' strategy will continue this work, delivering high quality technical, creative and community education aligned to the priority sectors required by place and our courses will support and lead our students to course-related destinations and progression routes that will connect them with economic opportunity. This strategy is ambitious but, given the excellent position the College is now in, with its wonderful team of teachers and support colleagues, is more than achievable.

Our approach for the next four years will mirror the commitment of the Greater Manchester Strategy 'Good Lives for All' and continue to deliver an inclusive and diverse college where students grow, 'get along', ready to contribute to a fairer more prosperous city region with the technical and life ready skills to do so. The College's strong inclusive ethos and vigorous response to local socio-economic challenges will continue to widen participation and social mobility for Manchester and Greater Manchester residents.

In a period of great uncertainty, both in terms of the cost-of-living crisis, and the transition to carbon neutral and advances in technology, the College must continue to be an engine of social mobility, preparing our students not only for the jobs of today but also for those that might exist in the future. Our strategy aims to do not just this, but also ensure that we play our part in developing the skills that will be so vital for the economic growth that will drive opportunity for generations of Mancunians to come.

I look forward to working with my fellow governors and the College's Principalship team to successfully implement this strategy and ensure that, as a College, we continue to maximise the positive impact we have on our communities, and our students.



**Dame Ann Limb DBE**  
Chair of The Manchester College Divisional Board

# INTRODUCING 'COLLEGE 2027' – RACHEL CURRY, PRINCIPAL, THE MANCHESTER COLLEGE

Over the last six years The Manchester College has been on a transformative journey that has seen our 'Careers not Courses' ethos evolve into our 'Industry Excellence' model which ensured that many of our students studied on a course that has input from an employer. This model of employer engagement was recognised when the College was awarded the Queen's Anniversary Prize in 2021.

Our 'College 2027' strategy aims to build on this with a single, clear mission: to improve lives and economic success through learning and skills. Underpinning this is a broader vision to create 'inclusive growth', connecting our students to the opportunities that living in one of the fastest growing cities in the world provides. To achieve this, by providing the right skills, support and progression routes, the College must ensure that nobody is left behind, whatever their background or starting point, or locked out of the opportunities that exist to secure a rewarding career in Greater Manchester.

At the heart of 'College 2027' is a strong social mission to promote aspiration and social mobility within the communities we serve. As a large General Further Education College, delivering over 34,000 qualifications each year, with a significant number of our students coming from not just Manchester but also from neighbouring boroughs in the Greater Manchester Combined Authority, we are ideally placed to deliver this vision.

Our provision is – and will remain – both broad and predominantly technical, creative and community focussed, aligned to the skills and place needs of Manchester, ranging from entry level to higher education, ensuring that we offer a starting point and progression pathway for our students. As a result, a large number of our students already progress not only onto higher levels of education, but directly into work from technical programmes, making our organisation an engine of social mobility.



While we have already achieved so much, we believe we can do even more, and go even further, in driving upward social mobility. To deliver this we will also work closely with our sister organisation, UCEN Manchester, whose strategy is to be a leading provider of flexible employer-focused and local higher technical education, providing opportunities for young people and adults to continue their education journey with us.

Drawing together this mission and vision is a set of shared values that will be critical to our success. These values help to define who we are and how we behave:

- **Integrity** - We will be honest, trustworthy and open.
- **One Team** - We will collaborate, respect each other, and contribute to team goals.
- **Always improving** - We will be forward-thinking; we will innovate and take ownership.
- **Can do** - We will be positive, inclusive, flexible and proactive.
- **Sustainable** - We will take a long-term view, environmentally, financially and socially.

A key theme of our strategy to 2027 is to support our team of highly committed colleagues, whatever their role, who are dedicated to the College and our students. Our colleagues are crucial to the College's success and this strategy contains objectives to recognise, develop, support and value them. Through this strategy, and by living our values we believe will be in the strongest possible position to deliver for our students, and also be a rewarding place to work for all our colleagues.



Rachel Curry  
Principal



**COLLEGE 2027:  
TO IMPROVE  
LIVES AND  
ECONOMIC  
SUCCESS  
THROUGH  
LEARNING AND  
SKILLS**



# STRATEGIC THEME 1

## OUR STUDENTS



### 01.

The College's strongly inclusive ethos and vigorous response to local socio-economic challenges will continue to widen participation and social mobility for Manchester and Greater Manchester residents.

Mirroring the commitment of the Greater Manchester Strategy 'Good Lives for All' our strategy will continue to deliver an inclusive and diverse college where students grow, 'get along', ready to contribute to a fairer more prosperous city region with the technical and life ready skills to do so.



### 02.

We will deliver high quality technical and creative education aligned to the priority sectors required by place. Our courses will support and lead to course-related destinations and progression routes for our students.



### 03.

Our students will benefit from personal development and experiences that ensure they leave College thoroughly prepared for further study and the world of work and understand how they can contribute to their community and the future challenges and opportunities facing them.



### 04.

We will set high standards for ourselves and our students. Students are expected to commit to The Deal - a set of professional standards and behaviours.



**05.**

We will provide the adult residents of Manchester with opportunities to access the support and training they need to gain better paid employment or progress in their jobs and contribute to their communities, thereby supporting Greater Manchester productivity and the Manchester Work and Skills Plan.



**06.**

Our foundation learning offer will provide opportunities for young people who have not yet achieved a level 2 qualification to study a broad range of courses and develop the skills and gain the qualifications needed to take the next steps and make progress.



**07.**

Young people with SEND support plans and complex needs will be enriched through an inclusive learning environment and have a clear personalised learning plan leading to independence, adulthood and life beyond college.



**08.**

We will provide an inclusive, accessible and equitable offer ensuring fair treatment and opportunity for all students. We will celebrate equity and diversity and enrich the lives of our college community through cultural awareness and valuing individuality.



**09.**

Our student body will be consulted and able to contribute to decision making within the organisation.



**10.**

We will provide an environment where all students and colleagues feel safe and know how to stay safe. We will prioritise the health and wellbeing of our students, providing a framework of policies and support, with a focus on strength-based conversations and early help.



# STRATEGIC THEME 2 EXCELLENCE



**01.**

We will deliver high quality education, training and support with the ambition for our students to make progress and achieve positive outcomes regardless of starting point.



**02.**

Through a purposeful curriculum and investment in the continued professional development for our teachers, we will meet both the academic and technical needs of our students.



**03.**

We will create and maintain an aspirational culture through an innovative range of quality assurance and improvement initiatives.



**04.**

We will encourage all our students to achieve the highest standards of technical skills mastery and knowledge acquisition to enable them to make good progress, championed by talented and industry-current teachers, and supported by strong pastoral services.



**05.**

We will continually focus on process improvements and innovation that will ensure a seamless and satisfying learner journey for our students.



**06.**

We will train, coach and support our leaders and managers to provide academic and curriculum leadership and harness a culture of excellence.

# STRATEGIC THEME 3 OUR PEOPLE OUR CULTURE



## 01.

Our inclusive culture will value, support and celebrate diversity and encourage all colleagues to learn and develop.



## 02.

We will prioritise the wellbeing of our colleagues, providing a framework of policies and support that focus on work/life balance, flexible working and streamlining processes to reduce unnecessary workload, processes and bureaucracy.



## 03.

Clear and consistent communication and expectations will support greater empowerment and autonomy at work.



## 04.

Our reward, recognition and career framework will be attractive and competitive, supporting personal development and celebrating success. A workforce recruitment and retention strategy will support recruitment into teaching and support roles, 'growing our own' talent through our teacher education team.



## 05.

We will guarantee that colleague groups will contribute to decision making through effective engagement, collaboration and involvement.



## 06.

We will encourage corporate, team and individual aspiration for social action and responsibility – giving something back to the community and the environment.



## 07.

We will support a professional development framework providing opportunities and time for tutors to be dual professionals allowing them to develop their skills and progress within the organisation.

# STRATEGIC THEME 4

## OUR CITY OUR COMMUNITY



**01.**

Through our Industry Excellence curriculum, we will support productivity and address skills shortages, aligned to the skills needs of Manchester and Greater Manchester. Our students will have the skills and qualifications that employers want and need. To do this, we will develop clear pathways to occupations aligned to policy, regional and national skills priorities and student need.



**02.**

We will work with employers to create in-work bespoke opportunities for existing employees to address skills gaps and productivity challenges.



**03.**

We will align our Adult Strategy to the Greater Manchester Local Skills Improvement Plan and the Manchester Work and Skills Strategy to ensure we contribute to the skills and community needs of Manchester.



**04.**

Working with external partners we will deliver a strengths/ place-based approach for those furthest from the labour market, or returning to study, to support their transition back into education and/or the world of work.



**05.**

We will contribute to growth in the Digital and Creative Industries, supporting the Greater Manchester ambition to create a highly successful digital and creative cluster and the growth of a dynamic City Centre through art and culture.



**06.**

We will support the 'healthy lives' strategy in Greater Manchester through the volumes of young people and adults studying in care professions and progressing into health and social care roles or higher level study.

# STRATEGIC THEME 5

## OUR ENVIRONMENT

## OUR INVESTMENT



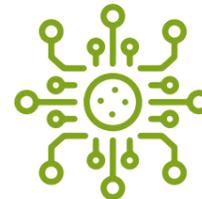
### 01.

We will continue to ensure The Manchester College provision is delivered in the highest quality facilities for technical and professional education through Phase 2 of the Estates Strategy.



### 02.

Through the rationalisation of the College estate, we will support a more sustainable and efficient College by reducing operational running costs, increasing the proportion of the estate in good or very good condition and with environmental accreditation secured.



### 03.

A digital enabling strategy and investment in the IT environment will deliver a strong learning experience through the use of digital technologies which are integrated in the student journey.



### 04.

We will position The Manchester College to retain and maximise funding opportunities through a diverse and strong offer aligned to policy. We will remain in good financial health, supporting investment in our colleagues, the highest quality facilities and teaching and learning resources.



### 05.

The College will deliver environmental improvements supporting the Greater Manchester ambition to be carbon neutral by 2038. We will respond to the Green City-Region by developing and delivering higher level and technical programmes to support the climate change and low emissions plan.



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*The Manchester College is committed to equality of opportunity, non-discriminatory practices and supporting individual learners.  
This information is also available in a range of formats, such as large print, on request.*