



**TELFORD**  
COLLEGE

# ANNUAL ACCOUNTABILITY STATEMENT 2025/26

# PURPOSE - STRATEGIC PLAN

<p><b>01</b> STUDENTS people</p>	<p>We will maximise opportunities for students, through flexible and blended learning strategies, to develop skills and achieve aspirations.</p>	<p><b>ASSOCIATED PLANS</b> Learning &amp; teaching strategy (including the digital strategy) Student Support Strategy</p>
<p><b>02</b> SKILLS PRODUCTIVITY</p>	<p>We will support employers to drive business change, innovation and investment, and we will make a major contribution to the economic success of the Marches Area and the West Midlands.</p>	<p><b>ASSOCIATED PLANS</b> Curriculum Plan</p>
<p><b>03</b> COMMUNITY PLACE</p>	<p>We will foster healthy and connected communities, and we will provide our staff with the opportunity to develop their skills and careers.</p>	<p><b>ASSOCIATED PLANS</b> Stakeholder Engagement Strategy Estate &amp; IT Strategy HR Strategy</p>
<p><b>04</b> FINANCIAL</p>	<p>We will embed financial sustainability by taking advantage of new opportunities and remaining efficient in the use of our resources.</p>	<p><b>ASSOCIATED PLANS</b> Financial Plan</p>



## Our vision 2026

Our ethics & values are “To be an outstanding educational provider for our community, ensuring that students achieve positive outcomes aligned to high aspirations, and through collaborative engagement, support employers to have the required skills to develop and grow their workforce”.

Our vision is that by 2026 we will be a further education college that works for the community and for our stakeholders. We will recognise and celebrate each other’s collective strengths and collaborate to maximise opportunities. The spirit of partnerships with shared ethics and values is key to our vision by working collaboratively alongside our stakeholders.

## Our Ethics and Values

We recognise that civic engagement is more important than ever. Through our strategic plan we will:

- Teach students the knowledge and entrepreneurial attitudes, skills and competencies to adapt to the changes in society and the labour market.
- Expand learning opportunities to reskill and upskill adult students.
- Work in harmony with other educational partners within our local area through transparent collaborations, putting students first.
- Invest in green activities to support the community and safeguard it for future generations.
- Enhance the local economy through procuring goods and services.

## Strategic Plan – Telford College

## Our Strategic Priorities:

- **Students** - We maximise opportunities for students by putting them at the centre of all decision making. A particular priority is to help students living in deprived areas – more than 40% of the college's young people and 45% of its adult learners live in areas which are officially classed as deprived.
- **Skills** - we equip our students with the skills to be successful. We listen to our employers to ensure meet sector needs and so we have an employer led curriculum.
- **Community** - We are a college deeply embedded in the community we serve. We pride ourselves in partnership working within Telford & Wrekin and wider areas that benefit our students and makes a positive impact on the wider community.
- **Financial** - We ensure financial sustainability by seizing new opportunities and fostering existing partnerships. We are committed to building an efficient and effective infrastructure, carefully allocating resources, and measuring their impact. This approach allows us to continually invest in our priority areas.

Telford College has received good across the board in our recent Ofsted inspection, along with recognition that the college makes a reasonable contribution to meeting skills needs for the area. Our aim now is to move the college from good to outstanding and to make a strong contribution to meeting skills needs.

Employing more than 420 staff, the college is a great place to work, with a warm, inclusive atmosphere. Alongside this, new investment is being planned to support increased professional development opportunities. We have a new sixth form centre soon to open in Telford's Station Quarter, alongside the existing Quad, and multi-million-pound investment in the pipeline to reshape our Wellington campus. Keele University will be delivering health related courses from 2025 at the Wellington Campus.

Telford College is going through an exciting time of change. A new Principal and CEO started in 2024, and a new executive leadership team is in place to ensure that the strategic vision is met, and a **new strategic plan** is in place for academic year 2025/26.

# PURPOSE- DRAFT STRATEGIC AIMS

- The development of our new strategic plan is underway, aimed at ensuring a sustainable future for everyone we serve - our students, employers, and community. Our plan will be ambitious for our students and everyone we serve.
- We will actively engage with our stakeholders to ensure their contributions help us understand the needs of employers and the community.
- A key focus of this plan is the development and fostering of partnerships.

1

**Empower all learners to achieve their potential and more.**

2

**Drive economic growth through innovative and impactful partnerships.**

3

**Enable our people to deliver excellent outcomes and have rewarding careers.**

4

**Increase the sustainability of the college.**



## PURPOSE - CURRICULUM OFFER

- The college has identified key curriculum areas linked to national priorities - Construction, Health & Digital.
- The investment in these areas is to allow for growth to support local, regional and national demand.
- The college is addressing Telford's rapid expansion by prioritising skills development.
- Our curriculum is strategically designed based on labour market intelligence and feedback from employer hubs. We also incorporate input from local schools to create clear progression routes. For example, recognizing that many schools offer drama at GCSE, we have introduced Theatre Studies at A level. Additionally, considering Telford's substantial retail sector and numerous food outlets, our catering department offers courses tailored to these roles.



# PURPOSE - FACILITIES

- The college boasts impressive industry standard facilities. There has been significant investment in priority areas such as engineering, health and digital for our T level students and since 2020 over £978k has been invested in the Wellington Campus.
- Development of Telford College is planned up to 2026 with two buildings on the new Station Quarter site at the Town Centre.
- The opening of the Digital Skills Hub in the town centre in September 2024 was the first step to multicampus working, with the new 'Telford Sixth' relocating to the town centre by September 2026 allowing for significant student number growth and further development of the Wellington Campus.
- In September 2025 Keele University will be opening a satellite site at the Wellington campus to deliver health and social care related courses.

## **We have invested millions of pounds to create a vibrant, modern and hi-tech learning environment, including:**

- A virtual and augmented reality suite.
- NHS and social care training wards, partnered with local hospitals.
- Recording industry standard music studios and mixing equipment.
- Indoor and outdoor 3G football pitches, sports hall and gym.
- Construction, Automotive and Engineering centres.
- A Retrofit Skills Lab with a focus on renewable technology.
- A working hair and beauty salon, The Retreat.
- An on-site training restaurant and kitchen, The Orange Tree.
- £2.5 million Creative Hub with high-spec media suites and galleries.
- A Maths & Digital Skills hub at Telford town centre's Station Quarter.



## PURPOSE – ACHIEVEMENTS

We are proud to have been recognised in many prestigious awards programmes, including:

- **THE BEACON AWARDS** known as the 'Oscars' of further education - for our engagement with employers.
- **THE PEARSON NATIONAL TEACHING AWARD** for staff who have gone 'above and beyond' to support students.
- **THE NATIONAL LEARNING DISABILITIES & AUTISM AWARDS** for our work supporting people with learning disabilities.
- **THE FE FIRST AWARDS** for teams who 'set the bar high in the education sector'.
- **World Skills UK finalist** for Health & Social Care.
- **Shropshire County Finals- Young Enterprise 2025-** 3 awards including overall runner up.
- **Biology Olympiad-** 3 bronze awards, putting students in top 15% nationally
- **SHROPSHIRE CHAMBER OF COMMERCE BUSINESS AWARDS-** shortlisted for innovation, and inspirational adult learners
- **BRITISH FILM INSTITUTE 'INTO FILM' AWARDS** - shortlisted for 'Time For Action' best documentary
- **WEST MIDLANDS ADULT LEARNERS AWARDS** - Adult Learner Achievement winner, 2025 (this is embargoed until July 8th)
- **SHROPSHIRE TELFORD & WREKIN APPRENTICESHIP AWARDS** - winners: Construction, Early Years & Education, and Telford & Wrekin overall champion



# PURPOSE - LOCAL NEEDS DUTY

**The Local Needs Duty highlighted priority areas linked to long term outcomes. Strategic commitment and investment in key priority areas have seen collaboration with local stakeholders to provide a diverse, innovative and engaging offer:**

**Construction:** Investment in construction facilities, in line with local and national demand for skilled construction workers has been planned to allow for more students to enrol and additional courses offered with a particular focus on green technologies and to allow expansion to offer a range of trades.

**Health & Social Care:** Initial projects through the Marches Education Partnership to develop skills within health and social care to upskill and retrain based on the STW-ICS People Plan, has continued to be a priority, with courses now offered from entry level to level 5, including modular higher education delivery. The collaboration with the ICS has allowed an employer led curriculum offer which now includes apprenticeships and commercial courses. The strategic partnership with Keele University will see Nursing Associate apprenticeships being delivered at the Wellington Campus from September 2025 and Social Work Apprenticeship from January 2026, with the aim of retaining talent locally.

**Digital:** The Digital Hub (located in the town centre) is responding to the local need for increased recruitment to digital roles across all business sectors within the area. Collaborative work with key local employers, to design a new curriculum that will use innovative teaching and learning practices to raise student aspiration, whilst uplifting the current skill level of the local community. This is now offered at entry level to level 5, including modular higher education delivery. Plans to deliver employer led commercial courses are planned for 2025/2026.

**Soft Skills:** The LSIP suggested that the embedding of soft skills would need to apply across all provision so students could be more work ready. The college has responded to this to include an Emerge programme which is a comprehensive, student focused, personal development programme that runs alongside the main qualification.

# CONTEXT AND PLACE- CURRICULUM OFFER

Telford College is the largest further education centre in Shropshire and is recognised as a major training hub for employers across the region. In December 2024, Telford College was recognised by OFSTED as ‘Good’ in all areas and has outstanding financial health. Each academic year, Telford College plans to engage with more than 2,000 young people in college-based programmes, plus more than 700 apprentices and over 3,000 adult learners.

## Telford College offers the following types of provision:

Education programmes for **young people**, including a broad curriculum offer that enables young people to develop the work-ready skills identified and needed by the employers in the local economy. The successful introduction of T levels has been one of the main changes to curriculum in the last few years.

**Adult learning** programmes have developed pathways that successfully re-engage adults, often some of the most disadvantaged, giving them the confidence and skills to secure sustained employment opportunities. This further enables students to raise their expectations and progress in their employment or Higher Education. Over the last year ESOL provision has grown significantly.

**Apprenticeship** teams that understand employers’ requirements and tailor this to deliver individual curricula that develop the required skills, knowledge, and behaviour to meet the needs of both the student and employer.

Provision for students with **High Needs** is a robust provision that caters for students with a variety of additional requirements. Through the specialist support in The Willow Tree and Entry Level education within Foundation Learning, the College provides a safe environment with clear progression into Level 1 vocational areas

**Commercial** courses to upskill employees in areas such as business, manufacturing, engineering, construction and health and social care.

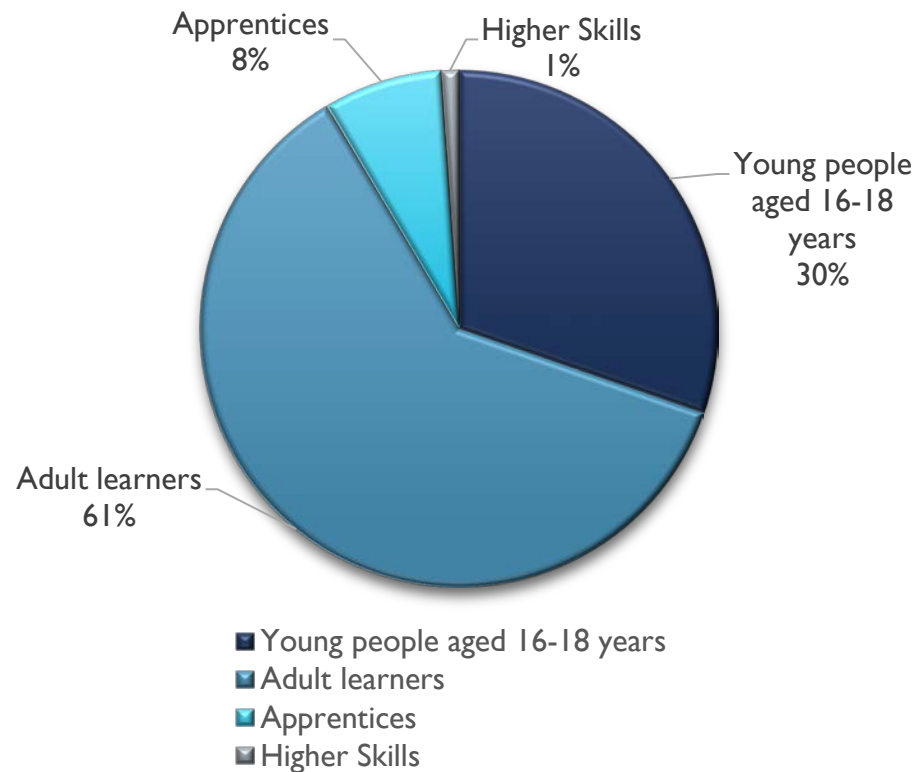
The College has developed an ambitious curriculum to meet the needs of students, offering the knowledge and skills required by local employers and higher education. Strong partnerships with local schools enable students to have a more effective transition from school to college. Innovative Employer Hubs have been designed with local employers to strengthen employment opportunities for students.

The number of students studying at college 2024/2025 is outlined below:

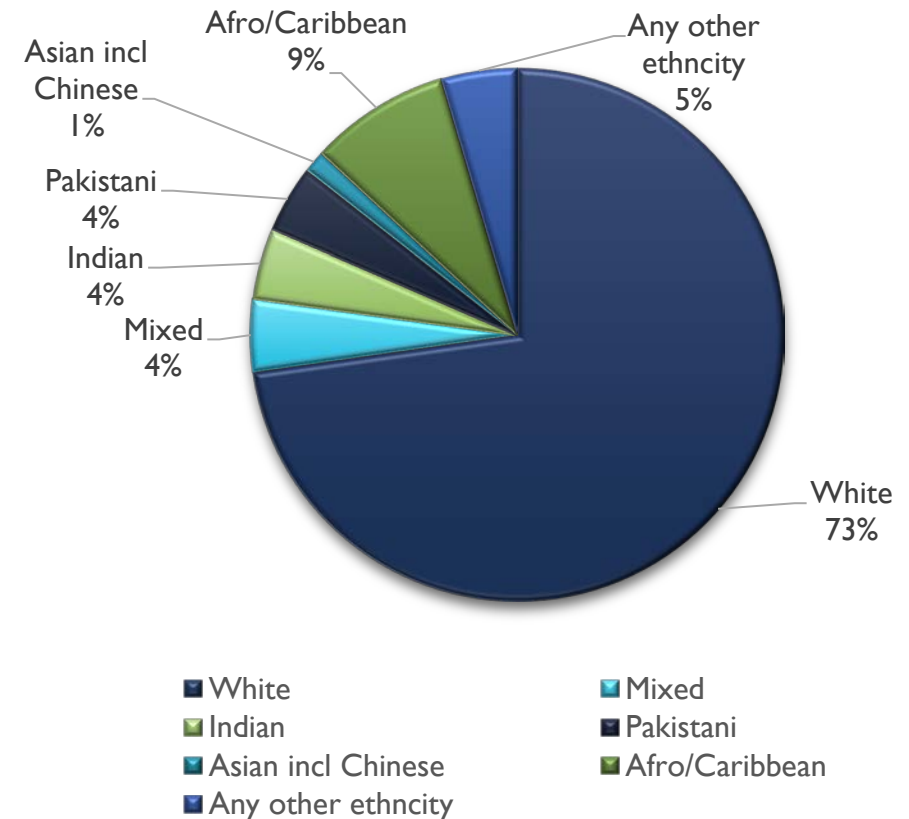
Study Programme	No of students 2024-2025
16-18 (ex T levels)	1991
T levels	143
L3 learner loans	51
HE	78
Apprentices	534
Adults- FT	31
Adults- P/T	3467
Tailored	331
Commercial	327
<b>TOTAL</b>	<b>6953</b>

# CONTEXT AND PLACE- OUR STUDENTS

## CURRENT ENROLMENTS

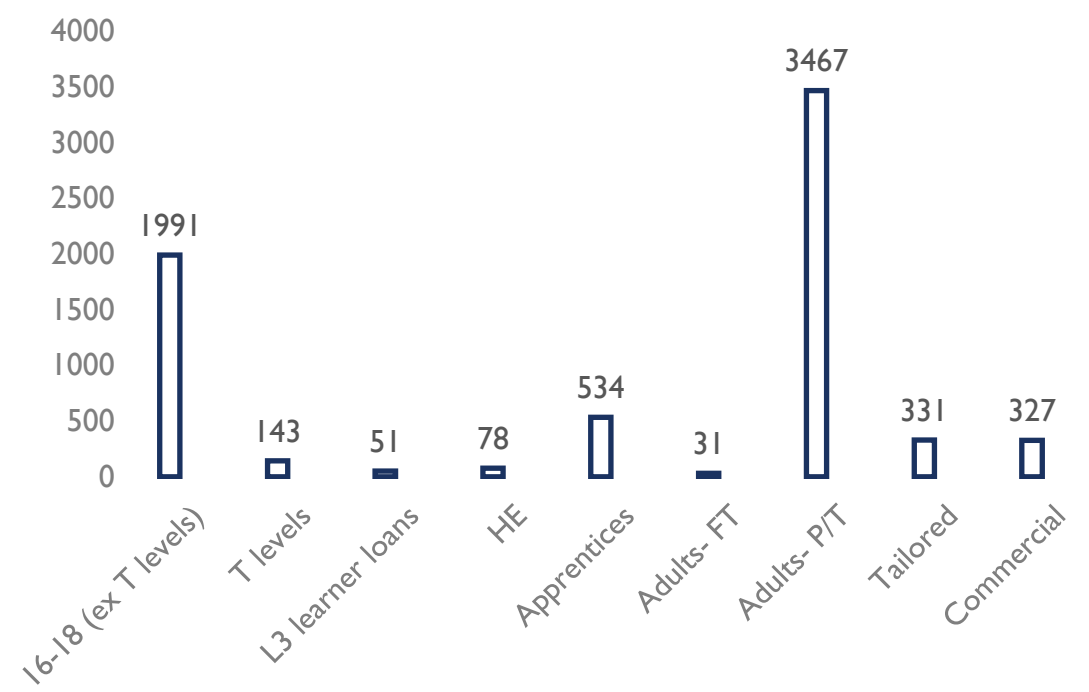


## CURRENT ENROLMENTS BY ETHNICITY

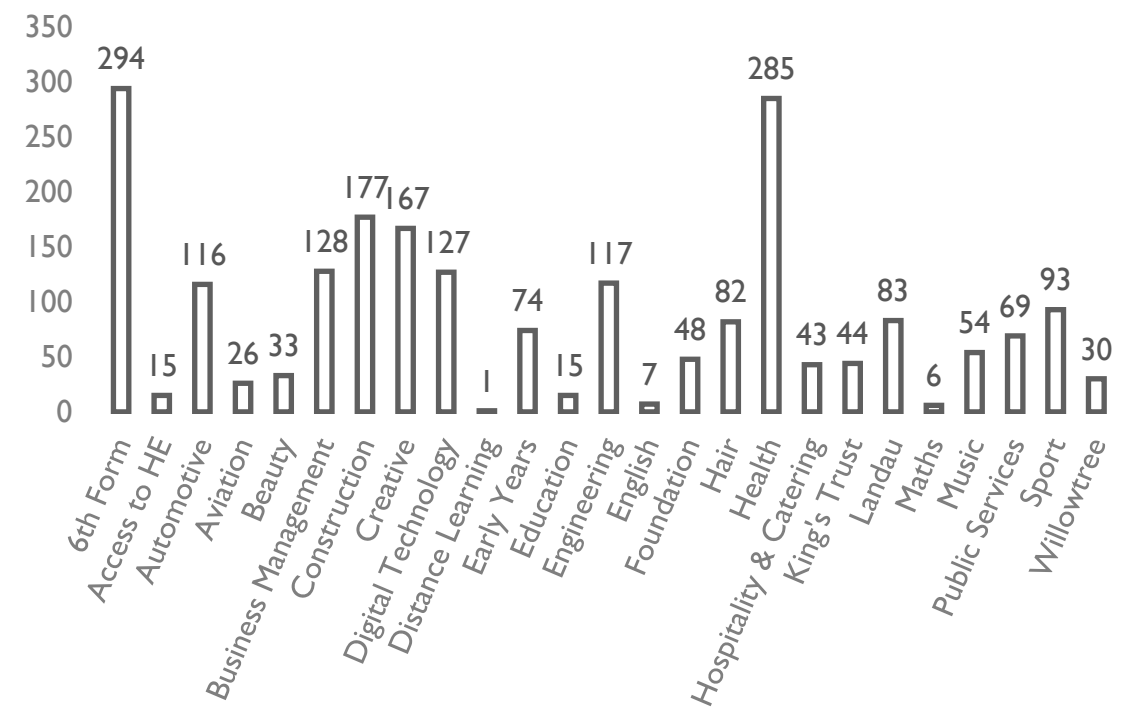


# CONTEXT AND PLACE- OUR STUDENTS

## STUDY PROGRAMMES 24/25

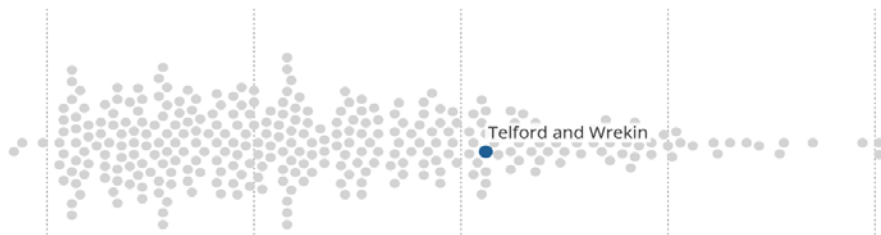


## FULL TIME ENROLMENT BY COURSE



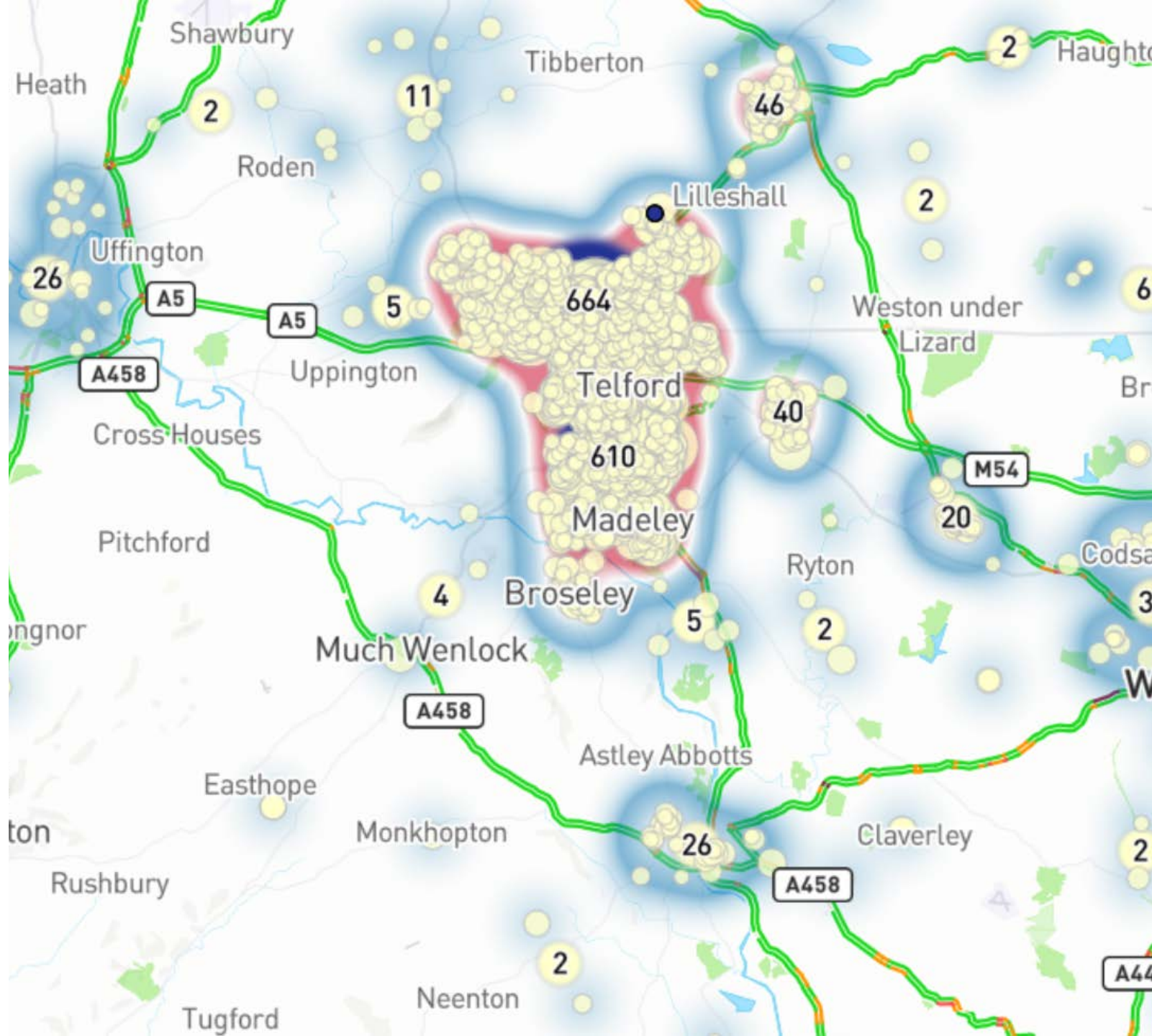
## Income deprivation in Telford and Wrekin

In **Telford and Wrekin**, **15.6%** of the population was income-deprived in 2019. Of the 316 local authorities in England (excluding the Isles of Scilly), Telford and Wrekin is ranked **60th most income-deprived**.



## CONTEXT AND PLACE- GEOGRAPHICAL AREA

The communities Telford College serve are Telford and Wrekin, Shropshire and Hereford as part of the Marches regions and parts of the West Midlands as part of the WMCA regions.



# CONTEXT AND PLACE- SOCIAL CHARACTERISTICS

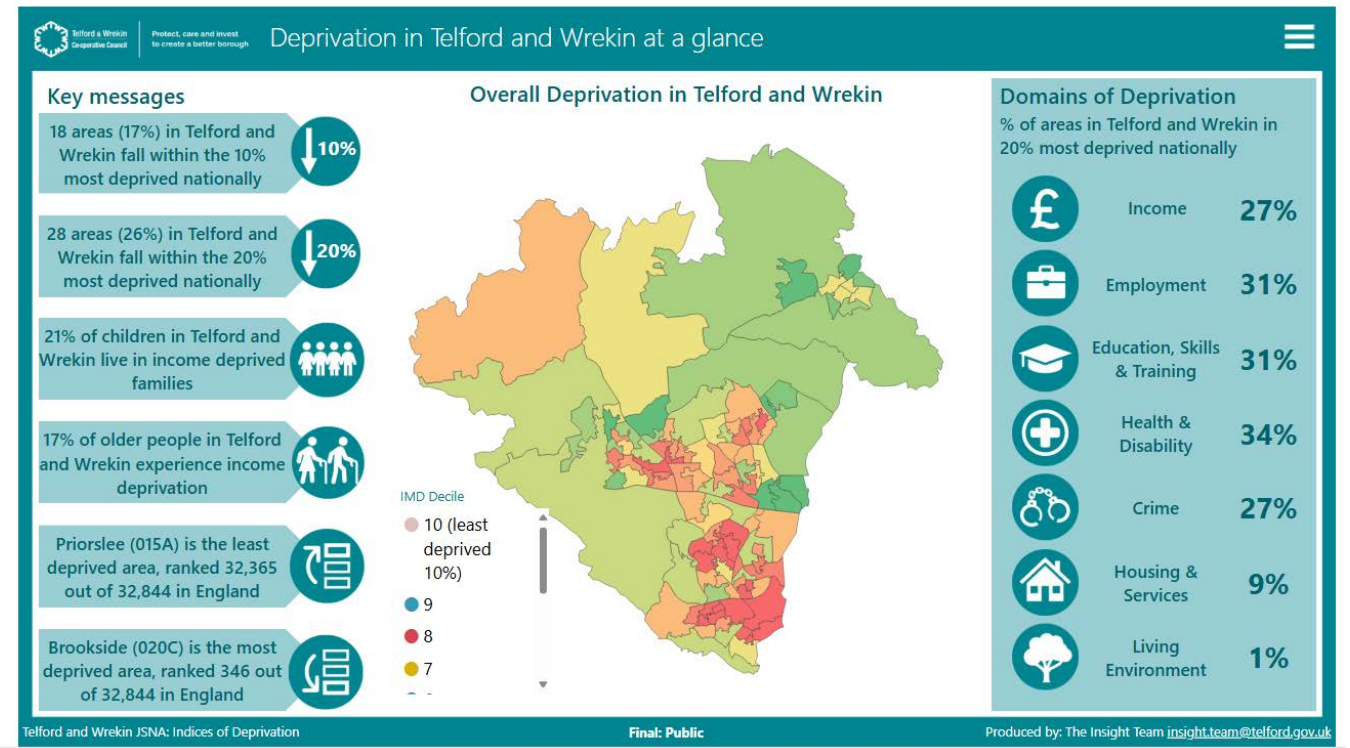
Telford College is situated in Telford and Wrekin, a place of socio-economic contrasts. Parts of the borough are amongst the most deprived in England, with deprivation rates comparable with inner cities, whilst other areas are amongst the least deprived in England.

Ranked one of the top 10 fastest growing areas in the UK, Telford has a median age of the borough 39. Those aged 0-19 increased by 4.7% from 2011-2021.

The total population of Telford and Wrekin is 185,600. The population of the borough continues to grow at above national rates with an 11.4% increase from 2011, compared to 6.2% across the West Midlands.

This is driven by the expansion of a successful local economy which is growing and creating jobs, record levels of housing growth with good rail and road connectivity into the West Midlands and further afield.

The largest employment sector in Telford & Wrekin is manufacturing at 15.8%, with human health and social work activities at 10.5%.



# CONTEXT AND PLACE- ECONOMIC CHARACTERISTICS

## Telford and Wrekin is:

- Telford is ranked one of the top ten fastest growing areas in the UK.
- The housing requirement over the 20-year plan period (2020-2040) totals 20,200 and is home to over 6000 enterprises.
- Telford is dominated by SME and micros.
- 3 times the national average of jobs in manufacturing and engineering.
- Telford has excellent transport links, located on the M54 with railway stations in the Town Centre and Wellington to serve each site.
- Telford College is close to the devolved West Midlands Combined Authority (WMCA) and provides courses to serve the West Midlands via WMCA funding.



# APPROACH TO DEVELOPING THE ANNUAL ACCOUNTABILITY STATEMENT

- In 2024, the college welcomed a new Principal and Chief Executive, who established a fresh executive leadership team. This included the creation of a new role: Executive Director of Partnerships and Employer Engagement, aimed at fostering collaboration with key organisations, businesses, and academic institutions.
- Telford College collaborates with local education providers through Colleges West Midlands (CWM), the Marches Educational Partnership (MEP) and the Marches Skills Provider Network (MSPN). The Principal and CEO is an LSIP panel member. This ensures a top-level strategic view of the skills opportunities and challenges faced by the region.
- Our approach was reflected in our recent Ofsted Report 2024: *Leaders, managers and staff work closely with a broad range of external stakeholders, such as Telford and Wrekin Council, the local skills improvement plan for Marches, the Department for Work and Pensions, the Telford Business Board, Shropshire Chamber of Commerce, local employers and higher education providers to understand the local and regional skills needs and priorities.*
- A successful outcome is employment not just a qualification – therefore our aim is to develop our students with work-ready skills and career-specific licences that are tailored to employer requirements.
- We are committed to find new ways to engage with employers. Our Employer Hubs are demand led and interactive collaboration groups that include key representatives from local employers.
- Together we build sector specific curriculum programmes that support both the technical and soft skills that employers need to fill their existing and future skills gaps. This ensures that employers and the local community have a strategic influence on our business.
- We have a strong focus on developing skills and enter the World Skills Competitions. This year we had a health and social care student in the national finals, and we are hosting the health and social care regional finals in the summer. In 2025/2026 we will become a World Skills Centre of Excellence which will assist us to raising standards, championing future skills and empowering young people from all backgrounds.



# APPROACH TO DEVELOPING THE ANNUAL ACCOUNTABILITY STATEMENT

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- To drive economic growth, Telford College has played a key role in developing skills working closely with the local authority to collaborate on strategies and with the employer representative body the Shropshire Chamber of Commerce to develop a Local Skills Improvement Plan (LSIP).

LSIP: Telford College has led on Project 1- Supporting Manufacturing & Engineering, with 18 of the 21 KPI's met to date. Collaboration with other educational providers has been key to the LSIP success. Close working with Hereford and Ludlow College and Shrewsbury Colleges Group has enabled a range of courses to be delivered across the Marches to meet skills need in priority areas.

- Telford College has been directly involved in developing Telford Vision 2032- the aim is to set out a clear ambition and direction of travel for the borough.
- The college has contributed to the Telford and Wrekin Skills strategy 2025 responding to the identified local skills needs of Telford and Wrekin.
- Telford College has been involved with Invest Telford- Skills for Growth which is a unique collaboration between Telford & Wrekin Council, Telford College, Harper Adams University, In-Comm Training, and Shropshire Chamber for employers looking to upskill their workforce with funding opportunities and skills initiatives.
- With 7% of the population not having English as a first language, the college is working closely with the local authority to develop a range of ESOL programmes for young people and adults.
- As part of the colleges school engagement strategy, we have developed strategic partnerships with all the local secondary school and created a partnership with the Learning Community Trust for progression opportunities but also for upskilling parents of the children within the schools.



Telford Vision 2032



# KEY STAKEHOLDERS

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# APPROACH TO DEVELOPING THE ANNUAL ACCOUNTABILITY STATEMENT - LOCAL NEEDS DUTY

## Collaborating with other local providers:

- The college is collaborating with local colleges and training providers as part of the LSIP to address staff and skills shortages in manufacturing and engineering sectors, including food and drink and construction.
- The college is working in collaboration with local colleges to ensure specific pathways are chosen for T Levels to avoid duplication and to allow effective use of industry placements.
- The college is developing intercollege competitions to address skills areas that are not covered by World Skills categories.
- Telford College has jointly entered and been shortlisted for awards with other colleges to showcase the benefits of collaboration.
- Working in collaboration with other colleges to provide the NHS with a range of courses that can be accessed across the region. This simplifies the offer, reduces duplication and makes accessing education more obtainable.

## Collaborating with education providers outside of statutory FE:

- Partnerships with Keele University to provide progression routes and upskilling opportunities within Telford & Wrekin in Health & Social Care.
- Collaboration with Harper Adams to provide progression to higher education in Telford & Wrekin (The Quad).
- LSIP collaboration includes independent training providers (ITP's).
- Collaborating with The Learning Community Trust which is a multi-academy trust, to support progression for young people into FE, but also upskilling parents in the community, including ESOL.
- Where we are unable to offer a provision, we use high quality providers to subcontract to.

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# CONTRIBUTION TO NATIONAL, REGIONAL, LOCAL PRIORITIES- LOCAL NEEDS DUTY

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Telford College is contributing to national skills priorities in each area:



## ADVANCED MANUFACTURING

The College has recently seen investment in its dedicated engineering centre as part of the Local Skills Improvement Fund. This investment has allowed improvement to the facilities as well as purchasing of new equipment with a focus on advanced manufacturing. The new LSIF courses created following the investment has further enhanced the existing engineering offer that covers levels 1 through to 5.



## CREATIVE INDUSTRIES

Feedback from local schools suggested the high demand for performing arts. In response to this we have included an A level in Theatre Studies and have plans to develop a vocational performing arts course for 2026.



## DEFENCE

We have several engineering apprenticeships that align to defence, we are also working with local defence companies to develop their mandatory training courses to upskill their existing workforce.



## DIGITAL AND TECHNOLOGIES

The opening of the Quad at the town centre has created a digital hub which offers digital courses from level 1-level 5. Digital courses are offered in the community and 'step into digital' courses are run in partnership with local employers to fill employment vacancies. The college is working in partnership with Harper Adams to develop commercial courses which will be delivered in response to employer requests.



## PROFESSIONAL AND BUSINESS

The College is actively supporting both national and regional priorities within the professional and business services sector by delivering industry-recognised qualifications covering business administration, human resources, digital marketing, project management. To address the demand for highly skilled professionals across consultancy, legal and analytical roles the College is delivering Level 4–5 professional qualifications in Leadership and Management, equipping learners with advanced skills in data analysis, business strategy, and operational leadership.



## FINANCIAL SERVICES

The college is helping to address the national shortage of skills in the financial services sector by delivering specialist accounting and finance courses aligned with recognised industry standards such as AAT. Working closely with local employers, the college supports apprenticeship programmes that directly respond to the demand for qualified professionals in the Telford area's growing financial and business services sector.



## CLEAN ENERGY

The LSIP focussed on developing courses in green technology. The college developed a range of courses to support the upskilling in this area.



## LIFE SCIENCES

We have recently introduced the Access to Higher Education Science pathway to support progression into higher education. Demand for this is growing and Telford is the only college in the local area offering this. We have also introduced a science GCSE that is embedded into the T level Health transition course that will enable more young people to progress into science related subjects.

TELFORD COLLEGE HAS IDENTIFIED THE PRIORITY AREAS OF CURRICULUM IN LINE WITH THE NATIONAL SKILLS PRIORITIES:

- **Construction:** 16-18 construction has shown consistent growth of 30% over the last 3-year period with a projection of a further 20% for the 2025-26 academic year. The development of the curriculum has seen the addition of the Bricklaying trade route in recent years to complement the Electrical Installations and Property Maintenance routes already established. Strategic plans are in place to invest further in the construction facilities in the next 2 years to allow the implementation of additional trade routes that match the national skills priority especially in Joinery and Plumbing.
- As well as the regular, trade route, apprenticeships on offer to support progression from the 16-18 full time courses the college offers several highly specialist standards such as: Road Surfacing Operative, Highway Maintenance and Groundworkers. The College has established itself nationally as a centre of excellence for the specialist standards and works closely with large employers such as Amey, Balfour Beatty and Eurovia UK Ltd to satisfy their apprenticeship needs.



## TELFORD COLLEGE HAS IDENTIFIED THE PRIORITY AREAS OF CURRICULUM IN LINE WITH THE NATIONAL SKILLS PRIORITIES:

- **Health:** The health provision has seen substantial growth over the past academic year, with a 30% increase in student enrolment among 16–18-year-olds. The Health T Level programme has been particularly successful, achieving a 96% retention rate and 100% completion of industry placements within local NHS hospitals. Our collaborative model for delivering T Levels is recognised as a gold standard, and we have actively supported other colleges in establishing their own Health T Level programmes. Adult education in this area is also expanding, with the Access to Higher Education programme now offering pathways in science, health, and social science. Additionally, newly introduced short courses in mental health and autism awareness have been well-received by the local community and clinical upskilling has been welcomed by the sector.

- Telford College has formed a strategic partnership with Keele University and recently received Nursing and Midwifery Council (NMC) approval to become a satellite centre. Starting September 2025, we will offer nursing associate courses at the Wellington Campus, followed by Social Work apprenticeships from January 2026, with the view to expand the curriculum offer in response to employer demand.

- Our collaboration with the local Integrated Care System (ICS) and NHS trusts has enabled us to quickly address workforce needs. This year, we introduced the Health Care Support Worker apprenticeship and plan to launch the Pharmacy Technician apprenticeship.



# OBJECTIVES FOR 2025 - 2026



Increase learner achievement rates for each provision type, by two percentage points from 2023/24 outcomes.



Progress recommendations and areas identified for improvement in the 2024 OFSTED report.



Enable curriculum growth in key areas including construction by expanding existing facilities in the next 2 years.

Partnering with Keele university to expand health offer from September 2025.



Launch new CPD programme, supporting high quality delivery to learners & staff. 90% of curriculum staff to have completed industry professional development by July 2026.



Successfully realise the current capital programme, opening Telford 6<sup>th</sup> Form for opening September 2026 and the new Wellington Campus Library



Achieve the 2025/26 budget for operating surplus, EBITDA and capital plan.

# LOCAL NEEDS DUTY

- Using the Local Needs Duty, the college has responded well to the skills needed by employers. The priority areas identified for growth match those identified in the report and by the LSIP. We will continue to expand our employer hubs to ensure all areas of the curriculum are represented.
- An area identified for growth in the next academic year is apprenticeship numbers and breadth of offer. We have worked with employers to identify new apprenticeships such as Marketing and Health Care Support Worker and will continue to work with employers to develop new apprenticeships based on employment needs, such as defence.
- The college is actively meeting the needs of national priority areas. Targets are in place to ensure that priority areas can meet the demand of increased student numbers in growth areas such as construction and health. An Employer Engagement strategy is being developed to ensure that the college is responsive to wider employer needs such as developing soft skills, digital upskilling and ESOL.



# TELFORD COLLEGE

## **LINKS TO SUPPORTING DOCUMENTS:**

[MARCHES LOCAL SKILLS IMPROVEMENT PLAN](#)

[ANNUAL FINANCIAL STATEMENTS](#)

[OFSTED INSPECTION REPORT](#)

[STRATEGIC PLAN – TELFORD COLLEGE](#)

