

Annual Accountability Statement 2023 - 2024



1.0 PURPOSE

Wiltshire College & University Centre published a new Strategic Plan in September 2022 which set out our direction over the next five years and how we will continue to expand and align our curriculum to meet our students' needs and those of our regional and national employers and the communities they serve.

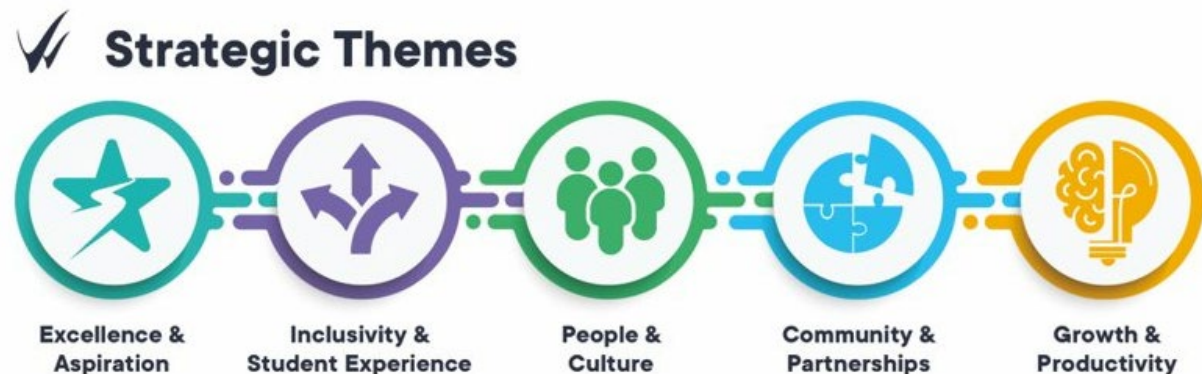
We will deliver the skills required to meet the demands of today's employers and improve productivity in the face of economic challenges and post-pandemic recovery.

1.1 Vision

We will build on our strong technical and vocational skills background to create an inclusive, student-centred learning environment where everyone can fulfil their potential. We will do this by providing accessible education programmes that create highly skilled, employable, imaginative and empowered people.

1.2 Strategic Themes

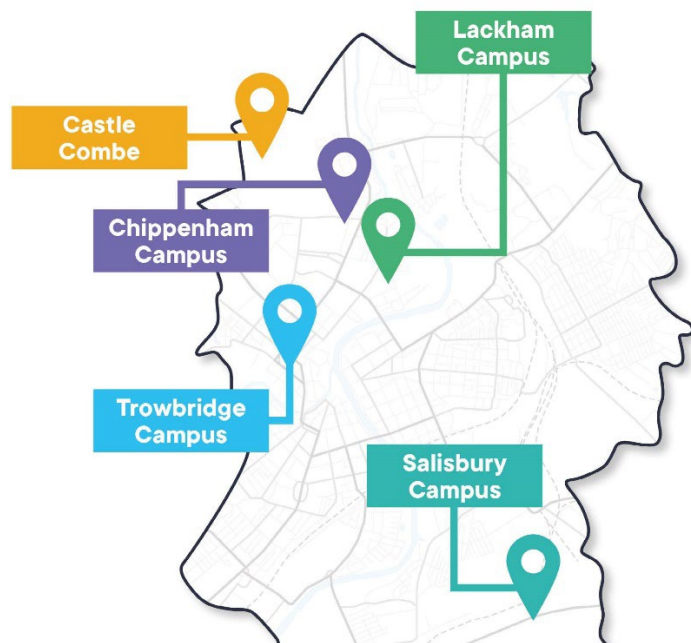
- Excellence and aspiration
- Inclusivity and Student Experience
- People and Culture
- Community and Partnerships
- Growth and Productivity



All underpinned by a focus on Equity, Diversity and Inclusion, Sustainability and Digital Excellence.

2.0 CONTEXT AND PLACE

Wiltshire College & University Centre (WCUC) is the largest provider of further and higher education in Wiltshire with four campuses based in Chippenham, Lackham, Salisbury and Trowbridge as well as a smaller site at Castle Combe. The main campuses are spread geographically with a travel time of approximately 90 minutes between Chippenham and Salisbury. WCUC is primarily based in the Swindon and Wiltshire LEP area and mostly recruits from this area although specialist land based provision (at Lackham Campus) also draws in learners from further afield.



The Lackham campus includes an estate of around 1300 acres and a range of land-based enterprises including a farm and a specialist animal management centre. The specialist centre based at Castle Combe race circuit offers a motorsport engineering degree through WCUC's partnership with Oxford Brookes University.

In 2023 we served around 3,000 learners aged 16 to 19 years, 4,000 adult learners, 2,000 apprentices and 350 learners with high needs. We have a deliberate strategy to focus on vocational and technical provision and offer a wide range of training courses from entry level to level 3 and apprenticeship programmes from level 2 to level 7.

Our Strategic Plan sets out an ambition to 'prioritise investment in key areas of specialism aligned to local economic growth priorities and student demand'. We have specialisms of Construction, Engineering & Manufacturing, Motor Vehicle, ICT, Health & Care and Agri-Tech (particularly Agricultural Engineering) with further areas of growth and specialism in the Creative Industries.

Wiltshire is a large and mostly prosperous county which has a rich and diverse heritage. It has areas of national and international interest, such as the Stonehenge and Avebury World Heritage Site, which typically attracts over 1.5million visitors a year, and Salisbury Cathedral. There are three Areas of Outstanding Natural Beauty (AONB) in North Wessex Downs, Cranbourne Chase and The Cotswolds; plus, part of the New Forest National Park in the far southeast and the Salisbury Plain Special Protection Area.

Our largest recruitment areas are Swindon and Wiltshire and also neighbouring counties, particularly Somerset and Bath and North East Somerset.

2.1 Summary of Employment and Industry in the Local Area

The Swindon and Wiltshire LEP area's population is over 700,000 people. Around 30,000 businesses are located in the area contributing £21bn GVA annually to the UK economy. Like much of the country, the area is predominantly a micro and small business economy. According to the latest ONS data, 86% of businesses were micro across Swindon and Wiltshire. In Wiltshire alone, 98% of all businesses were micro or small.

Across the Swindon and Wiltshire LEP area, the largest sector by jobs was Wholesale, Retail, Repair of Motor Vehicles (16%) followed by Human Health Activity (12%); Professional, Scientific and Technical Activity (10%); Manufacturing (9%); Administrative (8%); Accommodation and Food Service (8%) and Education (8%).

The analysis of Wiltshire alone shows a larger density of employment than national averages in the following sectors: Health, Professional, Scientific & Technical, Manufacturing and Accommodation & Food Service.

By occupation, Wiltshire has higher levels of employment than the national average for Skilled Trade Occupations; Associate, Professional and Technical Occupations; and Managers, Directors, and Senior Officials. This suggests that a higher level of skills is required. Analysis by employment level (skill level) shows that 29% of occupations in the LEP area are level 2 or below compared to 32% national average.

2.2 Demographics - the Supply of Learners

There are significant projected demographic increases for younger learners from 2022 to 2028 for Wiltshire County, Mendip area and Bath and North East Somerset of 13.5%, 14% and 17% respectively (ONS). The increases from 2022 to 2032 are lower at 9.3%, 11.1% and 16.4% respectively, due to the forecast decline from 2028 to 2032.

Around 59% of the 727,300 population is of working age (16-64). According to the latest available data from the Unit of Future Skills, in October 2022, 354,000 people were employed, continuing a trend of employment growth. At 79% in 2023, the employment rate is well above the national average, which together with high economic activity suggests that the local economy is healthy. Although the population is growing, the rate of growth has slowed since 2007. The Swindon and Wiltshire area is experiencing a reduction in its 16 to 64 years working age population. Both of these trends are expected to continue and will exacerbate labour market shortages.

3.0 Employer Demand - Summary of Skills Needs in the Local Area

3.1 Local Skills Improvement Plan - Emerging Themes

On 31 March 2023, the Employer Representative Body (ERB), Business West, published the emerging findings of the work. The final Local Skills Improvement Plan (LSIP) report, completed in May 2023, will provide a more complete picture, but the findings so far focus on the following sectors for Swindon and Wiltshire: Advanced Manufacturing and Engineering; Agriculture, Agri-Tech and Land Management; Automotive; Construction and Health, Social Care & Life Sciences.

The emerging LSIP priorities also include cross-cutting priorities such as critical workplace, core and transferable skills, core digital skills, and decarbonisation, sustainability and alignment to the UK's Net Zero Strategy Skills Needs.

The following is a brief summary of the emerging LSIP priorities.

Summary Needs in Advanced Manufacturing & Engineering

- 11% of total employment in the region with a large share of Gross Value Added (GVA).
- Impact of the closure of Honda still not fully understood/felt.
- Job roles in most demand include Entry Level Roles (Machinists), Data Analysts.
- Skills required for new technologies include AI, Automation, Robotics, Cyber Security, Emerging Materials, Prototyping, 3D printing.

Summary Needs in Agriculture, Agri-Tech, and Land Management

- The proportion of Agriculture businesses within Swindon and Wiltshire is almost double that of England, 7% compared to 4% although for the 5 years up to 2021 the number of separate business enterprises has declined markedly by 9%.
- The evidence suggests that the workforce will remain static in the near future but there is an aging workforce.
- Possible job roles in most demand (anecdotal evidence) include Labourers, Technicians (maintenance), Farm Management and Data/Scientific & Professional roles.
- Skills required for new technologies include: smart management, automation (robotics, drones), diversification (sustainability), data, sensors and AI, engineering (new hardware), digital communications.

Summary Needs in Automotive

- This prioritised need has been aligned by Business West to maintenance & repair, sales and after sales.
- The identified skills needs are heavily linked to the pressing needs on decarbonisation of transportation.
- Job roles in demand include Vehicle Technicians, Sales, Maintenance Fitters and Assemblers.
- Skills required for new technologies include electric vehicle repair, maintenance, sales and after market, other fuels (hydrogen).

Summary Needs in Construction

- In the Swindon & Wiltshire region, the Construction sector currently employs 17,500 workers and adds £1.1 bn to the sub-regional Gross Value Added (GVA).
- Local employment in this sector is predicted to grow by 1.6% per year up to 2027, and there are significant shortages reported since exiting the EU because of previous reliance on migrant workers.
- Job roles in most demand include Carpenters, Electricians, Bricklayers.
- Skills required for new technologies include heat pumps, solar, thermal, EV charger installation, insulation, modular and modern methods of construction (MMC), energy performance assessors.

Summary Needs in Health, Social Care and Life Sciences

- Health and Care as a sector adds approximately total gross value added (GVA) across the local economic partnership (LEP) region at 5.59%
- Total jobs in Swindon & Wiltshire in this sector number 28,108, with Care workers and nursing the top posted occupations in Wiltshire.
- The skills needs' risk is ensuring that new entrants are prepared for the sector as needs grow due to the aging population.
- Job roles in most demand include Care Workers, Nursing and Midwifery.
- Skills required for new technologies include automation & robotics, telecare & remote assessment, digital services.

LSIP Suggested Recommendations for Interventions

- Use of Innovation Fund or Local Skills Improvement Fund (LSIF) to provide modular, upskilling or CPD for current experienced workforce and new, occupationally competent employees.
- Use of AEB or Skills Bootcamps for career movers.
- Apprenticeships for those in work and formal training.
- T Levels or similar for young and new entrants.
- Implementation of Skills Builder (or similar) for employability skills in pre-16 and 16-19 provision.

- Add Business Skills content to post-16 vocational provision.
- Provide training in basic digital skills.
- Support programme for workforce planning and HR support (for employers).

3. 2 Other Priority Areas

We have reviewed the recently published National Skills Priorities including key growth areas such as green jobs, creative industries and science and technology.

Creative Industries

Creative England and NESTA have recently released a report, [The Geography of Creativity in the UK](#). This reports that creative industries are growing more rapidly than other sectors in most parts of the country. Rapid growth has been experienced in all sub-sectors that make up the creative industries, but particularly in services activities like Design, Software and digital, and Advertising. The report identifies Creative Clusters, including Trowbridge as a High Concentration/High Growth area for the creative sector.

Inclusion

Although not an explicit skills priority, we have included inclusion and serving deprived communities as a key priority here, linked to our Strategic Plan and track record. In the key catchment area of Wiltshire, WCUC recruits more learners who are classified as from a deprived background (deprivation band based on rankings of Indices of Deprivation - Band 1 is most deprived).

4.0 APPROACH TO DEVELOPING THE ANNUAL ACCOUNTABILITY STATEMENT

Our approach has been driven by two principles - being collaborative and evidence-based.

4.1 Collaboration

WCUC engages and collaborates with a range of employers and other stakeholders to ensure the skills needs of the local, regional and national economy are met through the programmes on offer. In all areas the curriculum intent, and delivery of skills and knowledge, reflect the needs of the local, regional and national context.

We have carefully considered skills priorities and the needs of our communities in setting out this Accountability Statement, as well as taking account of the views of our stakeholders.

We have established and led collaborative dialogue with other local providers, including a recent board level meeting with New College Swindon (March 2023). This has identified a number of opportunities for future work which will be developed over the coming months.

Leaders, managers and curriculum staff engage with a range of stakeholders to influence and direct the curriculum. In the strongest areas this involves well established partnerships and a desire to always look to build new links for curriculum currency and future direction. For example, this includes close working with the Swindon and Wiltshire Employer Representative Body (Business West) as well as other partners such as;

- Local authorities
- Employers
- Chippenham, Salisbury & Trowbridge Local Place Boards
- Swindon & Wiltshire LEP (SWLEP)
- Swindon & Wiltshire Skills & Talent Group
- Wiltshire Association of Secondary School Heads (WASSH) Job Centre Plus (JCP)
- Chambers of Commerce (Inspire, Chippenham, Salisbury & Trowbridge)
- Partnerships with HEIs

These partnerships are planned strategically to ensure the curriculum content is developing knowledge and skills for the current learners and skills needs. Through the Integrated Curriculum and Business Planning process, leaders ensure insights gained through strategic partnerships at all levels of the organisation, and the implications of those to curriculum design, are discussed and shared with curriculum designers to inform the intent of their courses.

Examples of partnerships impact:

- A large accountancy practice sponsors an academy at WCUC, delivers masterclasses, employs apprentices and advises the Head of Faculty on the content and skills delivered within the suite of qualifications. As a result, accountancy students are well qualified and ready to take on employment in this demanding sector meeting the skills need of the local region.
- Leaders at WCUC are working in partnership on the Strategic Development Fund (SDF) project to meet the local health & social care skills needs. 'Accelerating Skills Development in Health, Care and Life Science through Technical Innovation'. This has been informed and underpinned by engagement undertaken with employers, employer organisations and stakeholders involved in both the assessment and provision of health, social care and life sciences services in Swindon and Wiltshire.
- Senior Leaders at WCUC work very closely with the SWLEP to understand the local skills needs and economic priorities to deliver economic growth and job creation, through several of the SWLEP initiatives. WCUC sits on the SWLEP Skills & Talent group with senior and middle managers actively involved with a range of projects, e.g. careers hub, cyber centre. The SWLEP have supported WCUC with significant capital investment to develop learning environments that deliver local skills priorities.
- Working in partnership with Building Heroes, a Military based charity, for the last 5 years, to provide multi-skills qualifications to support military service leavers, veterans and reservists to gain employment in the construction industry. The relationship ensures this course meets a priority area for skills.

- Employer engagement with curriculum teams creates opportunities for students to benefit from additional subject experts and guest speakers. This is used to ensure current and specific skills, that partners have identified to be vital in the curriculum, can be delivered effectively.

4.2 Ofsted

Our recent Ofsted Inspection confirmed that we make a reasonable contribution to meeting skills needs. Strengths reported by Ofsted include:

Leaders have a clear strategic focus that aligns well to the current and future skills required by the communities that the college serves. Leaders are well informed about these skills needs through their effective engagement with a wide range of stakeholders, such as the Swindon and Wiltshire Local Enterprise Partnership and Wiltshire Council. As a result, leaders respond positively by providing education and training opportunities for those who need to learn new skills. For example, managers have responded very well to an identified need in Wiltshire for more construction workers, working with charities such as Building Heroes to meet this need. This is a building and construction programme that is tailored to the needs of military veterans seeking to enter the labour market.

Leaders and managers use the information they have about the labour market to ensure that they contribute to meeting skills needs. As a result, most managers provide a well-designed curriculum that meets the needs of the different groups of learners in the different localities the college serves. For example, through the provision of ESOL programmes, managers ensure that the college meets the English language skills needs of the growing number of adults moving to the areas that it serves. Managers ensure that training programmes are well targeted through effective partnership working with the Job Centre Plus and local community organisations, such as Chippenham Community Hub. WCUC is highly valued by many different stakeholders in a large geographical area. For example, a collaboration between WCUC, Salisbury Healthcare NHS Trust and a higher education institution is seeking to deal with the future skills shortages in health education and technology.

The Ofsted inspection also recommended that we involve employers in curriculum planning for younger learners. This priority action is underway.

4.3 Evidence Base

We have taken an evidence-based approach to our accountability statement, as we focus on what and how we deliver to support local, regional, and national needs. We have worked closely with other providers and the ERB in the LSIP development. In addition, we have commissioned an external Curriculum Review to support our evidence base and provide insights for future curriculum planning and changes. This is a strategic, evaluative report which is in three parts. The first considers the evidence of Demand for Skills, particularly relating to employment. The second considers the available supply of potential learners – using available demographic projections, backed up by a range of data sources, insights, and information in order to consider how WCUC is meeting learner demands, whether learner supply matches employer demand and to project scenarios for learner enrolment. The third section is an Evaluation of Demand and Supply to determine strengths and areas for development in meeting needs, particularly relating to local employers.

5.0 CONTRIBUTION TO NATIONAL, REGIONAL, LOCAL PRIORITIES

The recent Ofsted Inspection endorses that WCUC serves the needs of local communities and employers reasonably well.

- In the key catchment area of Wiltshire, we recruit more learners who are classified as from a deprived background than the local population, and more than other FE providers.
- Our largest market shares and largest areas for 16-19 learners address LSIP identified priority sector needs with further areas of growth and specialism in the Creative Industries.
- In Wiltshire, our largest areas of apprenticeship provision are Construction, Engineering & Manufacturing and Business & Administration. There are smaller provisions in other areas such as Agriculture, Environmental & Animal Care, Catering, and Health & Science. As such, the apprenticeship provision has a clear strategic focus, aligned to local need.
- We are a strong provider for the LSIP local employer priority sectors of Advanced Manufacturing and Engineering, Agriculture, Agri-Tech, and Land Management, Automotive, Construction and Health, Social Care and Life Sciences and can utilise this position of strength to seek to increase learner participation in these sectors.

5.1 16-19-Year-Old Provision

We have a clearly defined specialism in vocational and technical provision with a deliberate strategy not to offer A-Levels. In the main recruitment area of Wiltshire, this market is served, in the main, by School Sixth Forms.

If we maintain existing market share there are significant opportunities for 16-19-year-old growth from 2022 to 2028 for Wiltshire County and surrounding areas, particularly Mendip area and Bath and North East Somerset.

In considering the draft LSIP priorities announced in March 2023, we are currently a strong provider for these local employer priority sectors with good pathways and rising participation in courses that address:

- LSIP Priority for Advanced Manufacturing and Engineering.
- LSIP Priority for Agriculture, Agri-Tech, and Land Management.
- LSIP Priority for Automotive.
- LSIP Priority for Construction.
- LSIP Priority for Health, Social Care and Life Sciences.

5.2 Adult Provision

WCUC's provision is primarily at Level 2 or below, with the bulk of provision sat at level 2. This directly addresses the National Skills Priority to offer more essential skills up to Level 2.

The Adult Education market in the region has been in decline in recent years. There is also an aging workforce which is creating an ever-tightening labour market. Opportunities may be represented through the Innovation Fund and LSIF to create curriculum that is accessible to working learners. In the future, the Lifelong Learning Entitlement (LLE) will offer further opportunities. We are starting work to develop progression pathways to enable working learners to forge new routes and career pathways in priority sectors.

5.3 Apprenticeships

WCUC is by far the largest provider of apprenticeships in Wiltshire (except for the British Army).

WCUC typically serves large volumes of 16-19-year-old apprentices. In 2021/22, good numbers of WCUC apprentices were studying at Advanced Level with a smaller volume studying at Higher Level than the regional average in Wiltshire. The proportion of Higher-Level Apprentices is lower than the rest of the County, but it is highly likely that this comparison is not meaningful because of the profile of the British Army apprenticeships.

In Wiltshire, WCUC's largest areas of provision are Construction, Engineering & Manufacturing and Business & Administration. There are smaller provisions in other areas such as Agriculture, Environmental & Animal care, Catering, Hair & Beauty, and Health & Science.

5.4 Higher Education

In 2021/22, WCUC enrolled 330 HE learners. The biggest catchment area was the immediate local area of Wiltshire with 230 enrolments at levels 4 and 5. WCUC offered HE routes in Health & Social Care, Engineering, Humanities, Business, Public Services, ICT with smaller provision in Science and Maths, Agriculture and Sport.

6.0 OUR PRIORITIES FOR ACTION

- The local economy has increasing demands for higher level skills, in a tightening jobs market as the working age population become older. The aging workforce and tight employment market suggests that workforce development and upskilling the existing workforce will be important. This may mean considering how to make curriculum accessible to working learners.
- Our provision for adults tends to recruit older learners. At the same time, demographic projections suggest that the workforce is aging. Therefore, there is a need for increased focus on upskilling and workforce development. Appropriate curriculum delivery could be made accessible to meet the needs of working learners. We will consider capitalising on our strengths in inclusivity and serving those from a disadvantaged background to maximise opportunities for the working age population through inclusive routes for the under-represented and disadvantaged.
- The economy is predominantly led by small and micro businesses. This means that employer demand for skills may be fragmented and difficult to meet in a cost-effective way. We will pursue collaborative strategies, prompted by the Duty to Review; partnership work with the Employer Representative Body (ERB) and funded by the Local Skills Improvement Fund (LSIF) to invest in employer focused provision in a cost-effective way.
- There is significant demand for Construction & Engineering; STEM – particularly IT specialists; new skills to meet emerging technologies (Skills for Net Zero) and a small but growing Creative Cluster in Trowbridge.
- We are a significant local contributor to meeting identified priority sectors and areas of high demand, including Construction and Engineering & Manufacturing. This is evidenced by good and growing market shares (apprenticeships) and we will seek to increase learner participation in these sectors. However, these sectors are subject to change through digitisation and automation. We will consider a digitisation strand of the curriculum to meet this challenge.
- We are a strong provider of the draft LSIP priority sectors of Advanced Manufacturing and Engineering, Agriculture, Agri-Tech and Land Management, Automotive, Construction and Health, Social Care and Life Sciences and can utilise this position of strength to seek to increase learner participation in these sectors.

- WCUC has a good presence in the Level 4 and 5 market for Wiltshire. There are potential growth opportunities with one opportunity being Media and associated pathways linked to the growing Creative cluster in Trowbridge. Higher Technical Qualifications (particularly considering the Lifelong Learning Entitlement coming in 2025) are an opportunity to meet growing need. Opportunities for Managers and Higher Technical Skills in Construction and Engineering (due to automation and digitisation); new green technologies in areas such as Agriculture; and skills such as Accountancy may all be other areas to explore.
- As we continue to build our specialist provision in technical education, we will seek to collaborate with other partners to ensure needs are met in a cost-effective way.
- There are potential opportunities to expand to meet demand in apprenticeship standards for Health and Science with a growing market across Wiltshire. This suggests that the potential partnership with Salisbury Healthcare NHS Trust should focus on providing progression pathways.
- There appears to be limited potential in the current market or supply of adult learners without taking market share or growing the market itself. This is in direct contrast to the stated national priorities and draft LSIP priorities that indicate growing demand from employers in sectors such as Health & Care and Construction. We will implement initiatives such as Skills Bootcamps and Free Courses for Jobs to try to stimulate the supply of learners and close gaps between supply (of learners) and demand (from industry).

The following table sets out WCUC's response to the stated skills priorities. This is a limited number of aims and target outcomes.

Theme	Skills Priority: Local/National	WCUC Strategic Plan	WCUC Response	Aims / Actions	Objectives / Impact
Employability Skills	Local	Inclusivity & Student Experience	<p>WCUC works closely with external stakeholders to understand what the employability skills are in each sector and role.</p> <p>Sector specific employer forums identify role specific and generic skills gaps including digital skills.</p> <p>Employability needs to be the golden thread, embedded throughout our curriculum and wider college life to ensure students can progress with the skills they need now and for the future.</p> <p>A comprehensive careers programme for all students is vital and all vocational & technical courses include an element of time spent in the workplace, working alongside an employer.</p>	<p>Implementation of Skills Scans and Builder for employability skills in pre-16 and 16-18 provision.</p> <p>Include Business Skills, Digital Skills and Sustainability content to post 16 vocational provision.</p> <p>Participate fully in collaborative work with ERB and other providers to implement LSIP priority to identify employability skills.</p> <p>Foster a culture of innovation and entrepreneurship by providing support for students and alumni to start their own businesses and contribute to the local economy.</p> <p>Local and national employers inform the skills frameworks for learning, specific to individual programmes and outcomes.</p>	<p>Ensure over 90% of students move to a positive destination in 2023/24.</p> <p>Enable our students to succeed in their chosen technical and vocational programme and contribute to meeting the skills needs of Wiltshire.</p> <p>All students to benefit from dedicated hours in our curriculum blueprint to develop core transferrable skills for all.</p> <p>Develop a coherent careers plan to inform and prepare all students for entering employment. (Including from an EDI perspective).</p>

Theme	Skills Priority: Local/National	WCUC Strategic Plan	WCUC Response	Actions / Actions	Objectives / Impact
Provision for Working Learners	Local	Community & Partnerships Growth & Productivity	<p>WCUC typically serves large volumes of 16-19-year-old apprentices. In 2021/22, 710 apprentices at WCUC were young.</p> <p>In 2021/22 WCUC captured 38% of the adult education market share in the key catchment area of Wiltshire. WCUC is an important provider in the Swindon & Wiltshire LEP area, with 25% of overall market share. The biggest competitors in Wiltshire are other GFE providers - notably New College Swindon, Bath College, and Bridgwater & Taunton College.</p> <p>In Wiltshire, WCUC's largest areas of provision are Construction, Engineering & Manufacturing and Business & Administration. There are smaller provisions in other areas such as Agriculture, Environmental & Animal care, Catering, Hair & Beauty, and Health & Science.</p>	<p>Explore use of the Innovation Fund to provide modular, flexible courses for working learners.</p> <p>WCUC's provision for adults tends to recruit older learners. At the same time, demographic projections suggest that the workforce is aging. Therefore, there is a need for increased focus on upskilling and workforce development. Appropriate curriculum delivery could be made accessible to meet the needs of working learners.</p> <p>The economy is predominantly led by small and micro businesses. This means that employer demand for skills may be fragmented and difficult to meet in a cost-effective way.</p>	<p>New short courses in place for priority sectors by Sep 2024.</p> <p>Work with ERB and LSIF to establish collaborative working in 2023 to help maximise investments in employer-focused provision.</p> <p>Continue collaborative dialogue with other providers, including New College Swindon to strategically plan provision and find opportunities for working together.</p> <p>Adults will gain the skills they need to improve their job prospects and succeed in priority sectors, whilst supporting the economy.</p>

Theme	Skills Priority: Local/National	WCUC Strategic Plan	WCUC Response	Aims / Actions	Objectives / Impact
Digitisation	Local National	Excellence & Aspiration Growth & Productivity	<p>WCUC has a good market share of 31% in the IT SSA. The largest competitor is New College Swindon. 80% of WCUCs IT provision is at Level 3.</p> <p>WCUC is a significant local contributor to meeting identified priority sectors and areas of high demand, including Construction and Engineering & Manufacturing. This is evidenced by good and growing market shares. However, these sectors are subject to change through digitisation and automation.</p> <p>Digital Excellence is an underpinning theme in the WCUC strategic plan and an essential development skill for all students and apprentices. Digital Excellence is core to all curriculum delivery.</p> <p>WCUC provides a range of digital creative provision that meets the skills requirements of the LSIP.</p>	<p>WCUC will consider a Digitisation strand of the curriculum to meet this challenge.</p> <p>Provide training in basic digital skills by delivering high quality CPD for all staff to support digital underpinning of learning.</p> <p>Explore use of the Innovation Fund to provide modular, flexible courses for working learners.</p> <p>Grow the T Level in Digital Support Services to develop pathways.</p> <p>Leverage technology to provide flexible and accessible learning opportunities, such as online courses, virtual classrooms, and blended learning models.</p> <p>Provide agile development of digital creative skills through a flexible creative curriculum.</p>	<p>Embed digital skills in identified priority areas such as Construction and Engineering by Sep 2024.</p> <p>New short courses in place for priority sectors by Sep 2024.</p> <p>T Level in Digital has viable and thriving groups across 2 campuses by Sep 2024.</p>

Theme	Skills Priority: Local/National	College Strategic Plan	WCUC Response	Aims / Actions	Objectives / Impact
Green Jobs	Local National	Excellence & Aspiration Growth & Productivity People & Culture	Integrated Curriculum and Business Planning process has a focus on Green Jobs. Faculty Curriculum Maps are identifying new provision aligned with green skills agenda at Level 3 and above, including new HTQs in 2024/5.	Invest in Staff development – use of LSIF Fund. Embed skills for Net Zero in the curriculum (where appropriate). Work with local stakeholders to identify and address skills shortages and support regional economic growth in green jobs. Develop facilities appropriate to delivery of Green Skills, particularly with regards to Construction, Engineering and Land based courses.	Provide training for WCUC staff by Sep 2024, including accredited Carbon Awareness course. Explore staff placements for upskilling. Curriculum plan targets include focus on green jobs.
Theme	Skills Priority: Local/National	WCUC Strategic Plan	WCUC Response	Aims / Actions	Objectives / impact
Serving Deprived Communities	No	Inclusivity & Student Experience.	In the key catchment area of Wiltshire, WCUC recruits more 16-18-year-old learners who are classified as from a deprived background than the local population, and more than other FE providers. WCUC will ensure that aspirations for these students are equitable to those across the cohort, utilising the Wessex Inspiration Network where appropriate to promote higher education.	To consider targeted interventions and approaches to support learner outcomes. Maximising student progress by an individualised approach that provides flexibility to meet learners needs. For example, Advantage Program (NEET). Utilise the Wessex Inspiration Network to promote higher education to students from widening participation backgrounds.	New courses in place accessible for working learners for priority sectors by Sep 2024. Contribute to the social and economic development of communities by providing career opportunities through skills.

			<p>WCUCs AEB provision is primarily at Level 2 or below, with the bulk of provision at Level 2. This is in line with enrolments from all providers in this area. This is also broadly similar to the national picture that suggests over 80% of AEB is geared towards lower-level study, often in basic skills.</p> <p>WCUCs provision for adults tends to recruit older learners. At the same time, demographic projections suggest that the workforce is aging.</p>	<p>WCUC will consider capitalising on its strengths in inclusivity and serving those from a disadvantaged background to maximise opportunities for the working age population through inclusive routes for the under-represented and disadvantaged.</p> <p>Use of AEB or Skills Bootcamps for career movers.</p> <p>Work with Wiltshire Council to support the education requirements of the social mobility project based within the Bemerton Heath & Studley Green wards, identified as significantly deprived communities.</p>	
Theme	Skills Priority: Local/National	WCUC Strategic Plan	WCUC Response	Aims / Actions	Objectives / Impact
Higher Level Provision in Priority Sectors	Local National	<p>Inclusivity & Student Experience</p> <p>Excellence & Aspiration</p> <p>Growth & Productivity</p>	<p>The overall % of Level 3 learners increased by 7% from 40% in 2019-20 to 47% in 2021-22.</p> <p>In 2021/22 WCUC enrolled 330 HE learners. This was a 1% market share of the learners in the Swindon & Wiltshire LEP area (at all levels) and 16% of Levels 4 and 5 according to the RCU Vector data.</p>	<p>The local economy has increasing demands for higher level skills, in a tightening jobs market as and the working age population becomes older.</p> <p>Higher Technical Qualifications (particularly considering the Lifelong Learning Entitlement coming in 2025) may be an opportunity for WCUC to meet growing need. Opportunities for Managers and Higher Technical Skills, Construction &</p>	<p>Establish a working group in early 2023/24 to prepare the ground for the LLE in 2025.</p> <p>Identify modular pathways in conjunction with employers, to provide accessible progression routes for working learners.</p> <p>Contribute to meeting the needs of the priority</p>

				<p>Engineering (due to automation and digitisation); Health and the development of relationships with emergency services; STEM-particularly IT specialists; new skills to meet emerging technologies (Skills for Net Zero), a small but growing Creative Cluster in Trowbridge, new technologies in areas such as Agriculture; and skills such as Accountancy may all be areas to explore.</p> <p>Higher Apprenticeships and higher professional qualifications mapped to T Level progression as we wait to hear how the sector responds to HTQ / H Apprenticeship structures.</p> <p>Focus on HE SEND and ESOL student requirements and meeting expectations.</p>	<p>sectors and cross-cutting themes identified in the LSIP.</p> <p>Continue to work on HE Student Experience for all – particularly large proportion of high needs learners and growing diversity of HE student population (ESOL).</p>
Theme	Skills Priority: Local/National	WCUC Strategic Plan	WCUC Response	Aims / Actions	Objectives / Impact
Support the growing Creative Cluster in Trowbridge	Local National	Community & Partnerships Growth & Productivity	<p>Good market share in Media and Communications and Art & Design with small growth.</p> <p>Creative England and NESTA have recently released a report, The Geography of Creativity in the UK. This reports that creative industries are growing more</p>	<p>Investigate growth opportunities (particularly HTQs and progression routes) for creative sector, including digital to meet the local area need.</p> <p>Explore options within Trowbridge campus for refurbishment or repurposing</p>	Implement new courses for the Creative sector in liaison with employers / further develop employer links by Sep 2024.

			<p>rapidly than other sectors in most parts of the country. Rapid growth has been experienced in all sub-sectors that make up the creative industries, but particularly in services activities like Design, Software and digital, and Advertising. The report identifies Creative Clusters, including Trowbridge as a High Concentration/High Growth area for the creative sector.</p> <p>WCUC are working with a range of heritage arts organisation such as the town hall and museum in redevelopment and updating.</p> <p>Redevelopment in the town centre is focusing on engaging with artists and arts organisations to grow business and encourage relocation. WCUC is working with developers to provide artworks such as murals.</p>	<p>existing accommodation to support growth of the Creative Cluster agenda.</p> <p>Established links and long-term projects for WCUC curriculum to support local developers, businesses, heritage and arts organisations alongside working to assist regeneration with creative redesign of town centre.</p>	
Theme	Skills Priority: Local/National	WCUC Strategic Plan	WCUC Response	Aims /Actions	Objectives / Impact
Advanced Manufacturing & Engineering	Local National	Community & Partnerships Growth & Productivity	<p>WCUC has 57% market share in Wiltshire. 80% market share at Level 3.</p> <p>Apprenticeship uptake within this sector is particularly strong, but there have been declines in uptake (all providers) in recent years.</p>	<p>Use of Innovation Fund or LSIP to provide modular, upskilling or CPD for current experienced workforce and new, occupationally competent employees.</p> <p>Use of AEB or Skills Bootcamps for career movers.</p>	New Green and Digital courses in Place for priority sectors such as recycling, battery optimisation, reuse and disposal by Sep 2024.

			Swindon UTC, which has a strong STEM focus also provides post 16 pathways into Technical Engineering BTEC qualifications. The Swindon & Wiltshire Institute of Technology specialises in subject areas including Engineering, Manufacturing. There are currently 3 relevant T Level pathways within Engineering and Manufacturing: Design and Development for Engineering and Manufacturing; Maintenance, Installation and Repair for Engineering and Manufacturing; and Engineering, Manufacturing, Processing and Control.	Apprenticeships for those in work and formal training. Grow the T Level in Engineering & Manufacturing.	Develop apprenticeship offer to include green, digital and AME skills. Continue collaborative dialogue with other providers, including New College Swindon to strategically plan provision and find opportunities for working together. Promote collaboration through LSIF.
Theme	Skills Priority: Local/National	WCUC Strategic Plan	WCUC Response	Aims / Actions	Objectives / Impact
Agriculture, Agri-Tech, and Land Management	Local	Community & Partnerships Growth & Productivity	WCUC has 65% market share (16-18) in Wiltshire. 57% at Level 3. The Lackham Campus is a 1300-acre land based campus and has two working farms. Facilities including the cutting edge Agri-tech Centre and robotics dairy facilities at Lackham Campus.	New green skills will be needed (S&W LEP Green Skills and Jobs report), alongside engineering, for the agricultural sector. Use of Innovation Fund or LSIP to provide modular, upskilling or CPD for current experienced workforce and new, occupationally competent employees. Use of AEB or Skills Bootcamps for career movers.	Continue collaborative dialogue with other providers, to strategically plan provision and find opportunities for working together. Promote collaborative working through LSIF. New Green Job and Digital courses in place for priority sectors by Sep 2024.

			Within the economic geography of the sector and area, but outside of Wiltshire's borders, Gloucestershire hosts the Farm 491 agri-tech accelerator and the Royal Agricultural University (who have recently established a Swindon Cultural Heritage Institute) and Hartpury University & College's Agritech Centre and Digital Innovation Farm).	Apprenticeships for those in work and formal training. T Levels or similar for young and new entrants. WUCU may consider collaborative strategies; partnership work with the Employer Representative Body (ERB) and funded by the Local Skills Improvement Fund (LSIF) to invest in employer focused provision in a cost-effective way.	Launch T-Levels in Agriculture and Land Management in 2024 with viable and thriving groups.
Theme	Skills Priority: Local/National	WCUC Strategic Plan	WCUC Response	Aims / Actions	Objectives / Impact
Automotive	Local	Community & Partnerships Growth & Productivity	WCUC has a specialist Motorsport teaching centre based at Castle Combe racecourse, the only track side campus for Motorsport in England & Wales. FE provision for this sector within the region is also provided by New College Swindon (Levels 1 and 2).	Use of Innovation Fund or LSIP to provide modular, upskilling or CPD for current experienced workforce and new, occupationally competent employees. Use of AEB or Skills Bootcamps for career movers surrounding EV and technology in vehicles. Apprenticeships for those in work and formal training. T Levels or similar for young and new entrants. WUCU may consider collaborative strategies; partnership work with the	New Green Job (EV) courses in place for priority sectors by Sep 2024. Promote collaborative working through LSIF. Development of curriculum to include dealership, sales and ongoing servicing of vehicles.

				Employer Representative Body (ERB) and funded by the Local Skills Improvement Fund (LSIF) to invest in employer focused provision in a cost-effective way.	
Theme	Skills Priority: Local/National	College Strategic Plan	WCUC Response	Aims / Actions	Objectives / Impact
Construction	Local National	Community & Partnerships Growth & Productivity	<p>WCUC has a good market share and large numbers, with very good growth over the last three years.</p> <p>Provision in post-16 technical education for this sector is also provided by New College Swindon as well as via the Swindon & Wiltshire Institute of Technology and Independent Training Providers.</p>	<p>Use of Innovation Fund or LSIP to provide modular, upskilling or CPD for current experienced workforce and new, occupationally competent employees.</p> <p>Use of AEB or Skills Bootcamps for career movers.</p> <p>Apprenticeships for those in work and formal training.</p> <p>T Levels or similar for young and new entrants.</p> <p>WCUC may consider collaborative strategies; partnership work with the Employer Representative Body (ERB) and funded by the Local Skills Improvement Fund (LSIF) to invest in employer focused provision in a cost-effective way.</p> <p>Develop new provision for the delivery of Green Technology to meet needs of the sector.</p>	<p>New Green Job courses and courses accessible to working learners in place for priority sectors by Sep 2024.</p> <p>Promote collaborative working through LSIF.</p>

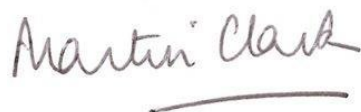
Theme	Skills Priority: Local/National	WCUC Strategic Plan	WCUC Response	Aims / Actions	Objectives / Impact
Health, Social Care & Life Science	Local National	Community & Partnerships Growth & Productivity	<p>WCUC has a good market share in Wiltshire.</p> <p>Significant competition coming from New College Swindon and schools as well as via independent training providers. The Swindon & Wiltshire Institute of Technology also provides Science and Health qualifications Levels 3 to 5.</p> <p>We are working collaboratively with NCS on the SWITCH (Swindon and Wiltshire Innovative Technology Care Hub) project, with the aim of upskilling and providing relevant, safe training.</p> <p>A new Academy has been established by the NHS Bath & North East Somerset, Swindon, and Wiltshire Partnership (BSW) to support learning and development across Health and Care providers. The intentions for this academy include improving leadership development and providing training hubs for the region.</p>	<p>There are opportunities to expand to meet demand in apprenticeship standards for Health and Science with a growing market across Wiltshire. This suggests that the potential partnership with Salisbury Healthcare NHS Trust should focus on WCUC providing progression pathways.</p> <p>Use of Innovation Fund or LSIF to provide modular, upskilling or CPD for current experienced workforce and new, occupationally competent employees.</p> <p>Use of AEB or Skills Bootcamps for career movers.</p> <p>Apprenticeships for those in work and formal training.</p> <p>Grow T Levels in Education & Childcare, Health (Adult Nursing) and Health & Science.</p>	<p>New courses in place for working learners by Sep 2024.</p> <p>Continue collaboration with Salisbury Healthcare NHS Trust to deal with the future skills shortages in health education and technology.</p>

CORPORATION STATEMENT

The Corporation of Wiltshire College & University Centre has reviewed this accountability statement and supporting documentation. We have approved the accountability statement in our meeting of 19 May 2023. We will continue to use our annual accountability statement in the range of discussions with local partners (such as Employer Representative Bodies and other providers) to form a useful backdrop to strategic conversations to ensure we contribute effectively to collaborative efforts to meet skills needs.

We will review and update this accountability statement annually.

Signed:



Chair of the Corporation

HYPERLINKS

Insert link to Accountability Statement on website.

SUPPORTING DOCUMENTATION

The Swindon and Wiltshire LSIP can be found [HERE](#)

The WCUC Strategic Plan can be found [HERE](#)