

WIGAN & LEIGH COLLEGE ACCOUNTABILITY ACTION PLAN

2023

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Winstanley College
EXCELLENCE SUPPORT INSPIRATION



STATEMENT FROM WIGAN COLLEGES

Building on a long tradition of working in partnership, the Wigan colleges work together to ensure that we co-ordinate our work to offer high quality education and training to the young people of our borough which addresses the skills needs of employers locally, regionally, and nationally at all levels. Through this active collaboration and sharing of curriculum planning, we aim to ensure that we work successfully together and with Wigan Council in the delivery of the Wigan Economic Strategy and Greater Manchester LSIP.

Louise Tipping

Principal

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The Wigan & Leigh College Accountability Statement has been prepared in response to the Department for Education Guidance Document: Accountability Agreements for 2023 to 2024. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1149695/DfE_accountability_agreement_guidance_April_2023_FINAL.pdf

The Accountability Action Plan responds to the Local Skills Improvement Plan, GM regional priorities as identified within the GM Local Skills Report & Labour Market Plan and the Wigan Council Employment & Skills Strategy 2020-2030.

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1. Introduction to Wigan & Leigh College

1.1 Wigan & Leigh College is a general further education college situated in Wigan. Wigan is a town and metropolitan borough in the northwest of Greater Manchester, bordering Merseyside, Lancashire and Cheshire. As a border college Wigan and Leigh serves a wide and varied community and combines a local and regional focus. The college is dedicated to delivering economic and social value on a local, regional and national footprint. The college is an anchor institution with Wigan Borough and is vital to economic growth and community wealth.

The impact of de-industrialisation has created a range of socio-economic challenges for the Wigan Borough:

- High employment in areas that provide low paid work
- Low levels of productivity, below the average in the UK and that in Greater Manchester
- Below national average attainment in level 4 and above
- Low levels of social mobility

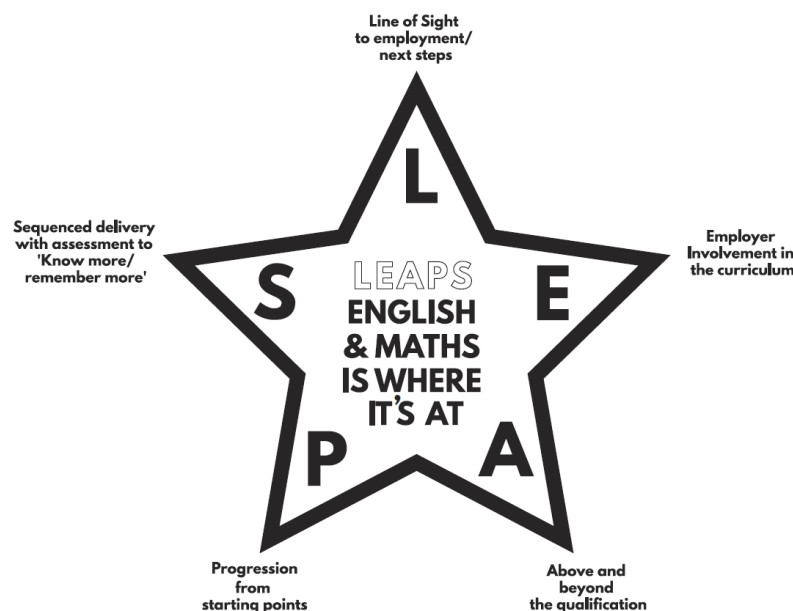
The Strategic ambitions of the college are:

1. Quality: providing an exceptional learning experience enabling all learners to fulfil their potential through:
 - Inspirational and innovate teaching, learning and training, which removes barriers to learning and raises aspiration and attainment.
 - An inclusive curriculum offer that is committed to citizenship and wellbeing, and through the development of knowledge and skills supports our learners to progress to their chosen career.
 - Highly personalised, proactive careers guidance inspiring learners to take advantage of opportunities, make informed choices and secure positive and sustained outcomes for their future.
2. Place & Productivity: as an anchor institution in our community, increase local productivity, innovation and social inclusion by:
 - Collaborating with employers to co-create a training offer that supports innovation, responds to the needs of the future workforce and encourages skill escalation.
 - Maximising participation rates in education and training creating a line of sight to work and increased personal independence.
 - Creating a stronger, safer and healthier local community through partnership working with Wigan Council, partner schools, employers, health partners and the voluntary sector so engagement and attainment gaps are eliminated.

3. Investment for the Future: Invest in the workforce, learning environment and curriculum of the future by:
- Investing in the development and wellbeing of our workforce, leading to increased levels of engagement and influence on the direction of our college.
 - Reshaping the college estate to meet the demands of future work and learning practices, responding to the climate crisis and preparing for the net-zero economy.
 - Prioritising the digitalisation of learning and college business operations to enhance the experience for our students and workforce.
 - Create learning environments that inspire and equip students for the seamless transition into the world of work and future skills needs.

1.2 Curriculum Intent

The college curriculum intent is illustrated by LEAPs:



Line of sight to employment directly or via the next stages in learning. Our curriculum planning is data informed to address local and regional need while never restricting ambition and aspiration.

Employers play an important part in the curriculum design and enhancement of programmes, ensuring that learners develop the skills, attitudes and behaviours required in the workplace.

Above and beyond the qualification we take a holistic approach to delivering a fit for purpose provision promoting **English and maths**, enrichment activity, skills, knowledge and behaviours.

Progression is a key focus of qualification design and skills development content. The starting point of learners informs the individualised nature of planning and delivery.

Sequencing of planning and provision is logical, holistic and provides opportunity for regular and varied assessment ensuring learners know more and remember more.

1.3 Curriculum activity / Engagement

The curriculum offer comprises 16-19 study programmes including supported internships, AEB and advanced learner loan provision, apprenticeship provision, including higher and degree apprenticeships and higher education. The college has seen growth in 16-18 study programmes and apprenticeship participation consistently over 6 years. 25% of 16-19 enrolments are from outside Wigan borough. Levels of activity for 22-23 were:

	TOTAL	%
Young People	3,262	
Level 1 and below	655	20%
Level 2	854	26%
Level 3	1,753	54%

	TOTAL	%
Adults	2,301	
Level 1 and below	972	42%
Level 2	1,105	48%
Level 3	214	9%
Level 4	10	1%

	16-18	19-23	24+	TOTAL	%
Apprentices	884	428	282	1,594	
Level 2	359	81	59	499	31%
Level 3	478	253	145	876	55%
Level 4	17	40	41	98	6%
Level 5	30	19	27	76	5%
Level 6	-	35	10	45	3%

	TOTAL
High Needs	187

1.4 Ofsted

The college underwent an Ofsted inspection in November 2022 under the new enhanced EIF and was graded as follows:

Judgement Type	Grade
Overall Effectiveness	2
Quality of Education	2
Behaviours & Attitudes	2
Personal Development	2
Leadership & Management	2
Education Programmes for Young People	2
Adult Learning Programmes	2
Apprenticeships	2
Provision for Learners with High Need	2
Meeting Skills Need	STRONG

2 Context & Place

2.1 Wigan borough - The local community we serve

Wigan & Leigh College is situated in Wigan, a metropolitan borough of Greater Manchester, in North West England. The college operates from two towns:

Wigan, where there are 3 sites, Parsons Walk, Pagefield - a dedicated Construction and Engineering centre and CATS - the Centre for Advanced Technical Studies.

Leigh, where the college has two sites one being a dedicated adult learning centre.

With a population of approximately 330,000 residents, including 90,000 children and young people, Wigan is the second-largest and second-most populous borough in Greater Manchester and is the ninth-largest metropolitan borough (out of 36) in England, covering an area of 77 square miles (200 km²).

Wigan Borough includes the towns of Atherton, Ashton-in-Makerfield, Golborne, Hindley, Ince-in-Makerfield, Leigh and Tyldesley and the villages and suburbs of Abram, Aspull, Astley, Bryn, Hindley Green, Lowton, Mosley Common, Orrell, Pemberton, Shevington, Standish, Winstanley and Worsley Mesnes. The Borough enjoys a proud industrial past and is well known for its historical cotton and coal industries. Today, Wigan is home to over 9.4k businesses from a range of industry sectors. Presently, Wigan's most dominant sectors in terms of employment are Wholesale and Retail trade, Human Health and Social Work, Manufacturing, Public Administration. Education and Construction.

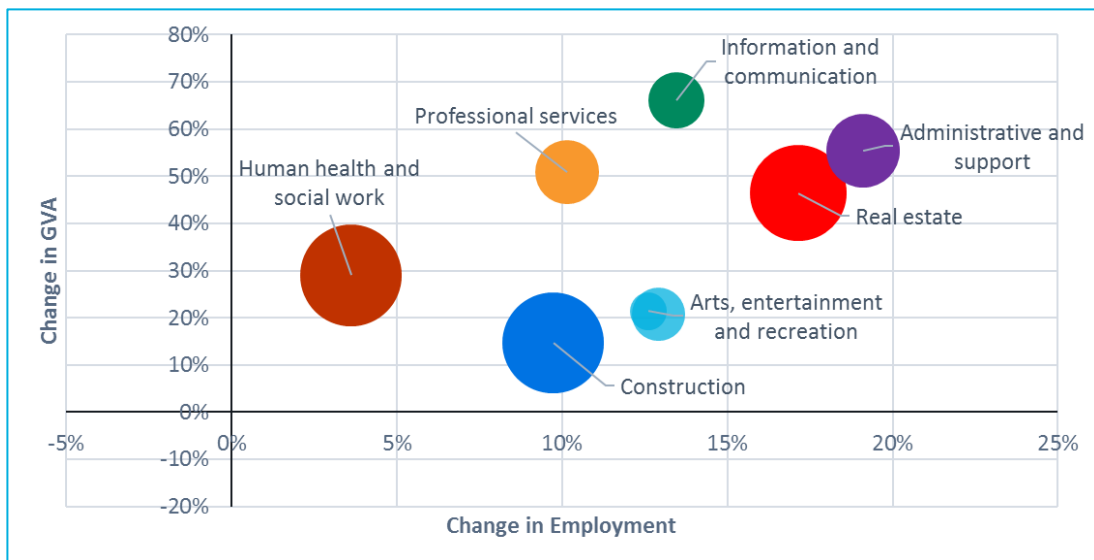


Wigan Borough – skills challenges and strengths

- Gross Value Added (GVA) growth in Wigan is £4.7 billion, which represents 7% of Greater Manchester GVA. Relative to its peers in GM, Wigan is in the bottom two Local Authorities for both output and productivity.
- The gap is widening for GVA per resident in Wigan compared to UK. Wigan produces £14,446 of GVA for every person living in the Borough, 42% lower than the average for the UK (£25,121). This gap has been persistent and growing over time.
- Positively, since 2010, the gap between Wigan and the UK's GVA per employee has narrowed. In 2010, Wigan's GVA per employee was 22% lower than the average for the UK. Whilst a gap remains, it has narrowed over time and in 2016, Wigan's (£38,729) GVA per employee was 19% lower than the UK average (£47,911).
- Wigan has sectoral strengths in:
 - Wholesale & retail 19% of employment
 - Human health & social work 14% of employment
 - Manufacturing 11% of employment
 - Public admin & Defence 9% of employment
 - Education 9% of employment
 - Construction 7% of employment

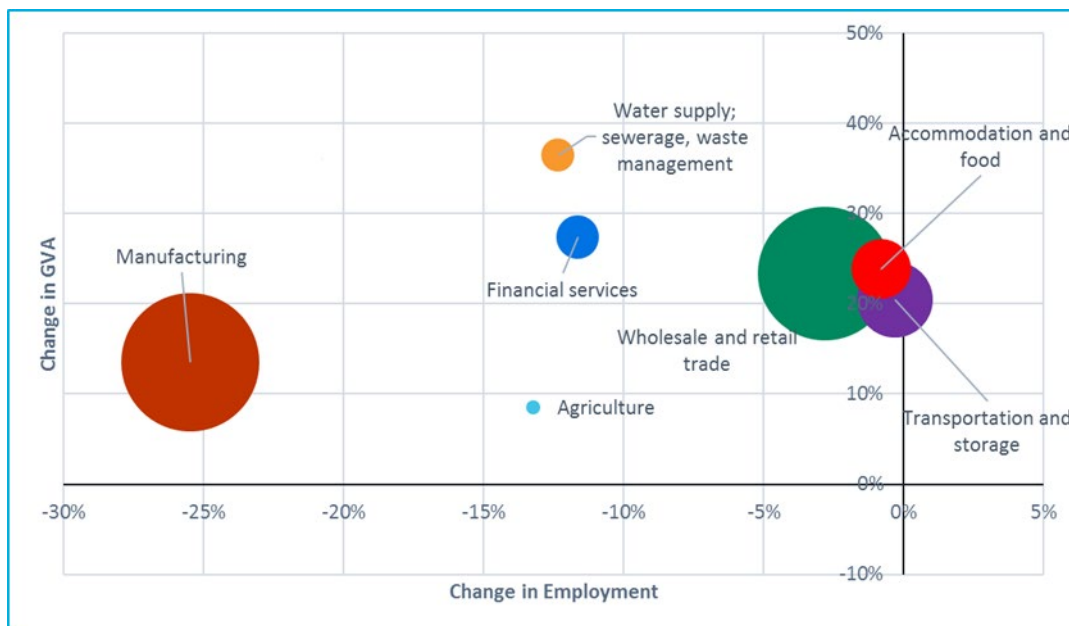
- However, a number high value sectors such as Real Estate, Financial Services, and IT are expected to grow both in terms of output and employment. IT is the most significant expected expansion, with employment growth of 13% and GVA growth of 66%, but the relative GVA base is smaller.
- Some of Wigan’s lower value sectors are also predicted to expand: Administrative/Support and Human Health/Social Work. While these sectors are not highly productive, they are important to Wigan’s economy as they provide a high amount of early employment opportunities for those which have been excluded, seeking to enter, or re-enter the labour market.

The Expanding Sectors, 2017-2035



- Adjusting Sectors are those that are becoming more productive, creating additional output but with less labour. These sectors will be important in closing Wigan’s productivity gap, yet employment losses will be a risk.
- Manufacturing, Wigan’s largest employer, is likely to see a decrease in employment between now and 2035 which presents a significant risk for the economy. As the sector sheds its workforce (for example in response to more Automation and Artificial Intelligence), it is critical that workers in the sector are seen as assets and given the right opportunities to retrain and reskill, for future jobs.

The Adjusting Sectors, 2017-2035



- Wigan has a low proportion of people employed in high value sectors and fewer holding higher level roles compared to North West and Great Britain, conversely, there are more people in Wigan employed in lower-level roles including elementary occupations.

Employment by occupation (Oct 2021-Sep 2022)	Wigan (No.)	Wigan (%)	North West (%)	Great Britain (%)
Soc 2020 Major Group 1-3	75,900	48.0	49.3	51.6
Managers, Directors And Senior Officials	17,600	11.1	9.5	10.5
Professional Occupations	32,000	20.2	24.6	26.0
Associate Professional Occupations	26,300	16.6	15.0	14.9
Soc 2020 Major Group 4-5	27,000	17.1	19.0	18.8
Administrative & Secretarial Occupations	14,800	9.3	10.9	10.1
Skilled Trades Occupations	12,200	7.7	8.0	8.6
Soc 2020 Major Group 6-7	24,500	15.5	15.5	14.5
Caring, Leisure And Other Service Occupations	12,700	8.0	8.2	8.0
Sales And Customer Service Occs	11,800	7.4	7.3	6.5
Soc 2020 Major Group 8-9	30,600	19.4	16.1	15.1
Process Plant & Machine Operatives	14,300	9.0	6.1	5.5
Elementary Occupations	16,300	10.3	9.9	9.5

- Wigan's geographical location is a strength, situated in Greater Manchester and bordering Merseyside, Lancashire and Cheshire, the borough enjoys excellent transport links in both road and rail.
- There is a net migration of workers out of borough. Each day, almost half of Wigan's workers (47%) access employment elsewhere, and, in doing so, receive higher wages. In 2018,

residents employed outside of the Borough earned 11% more than those working in the Wigan.

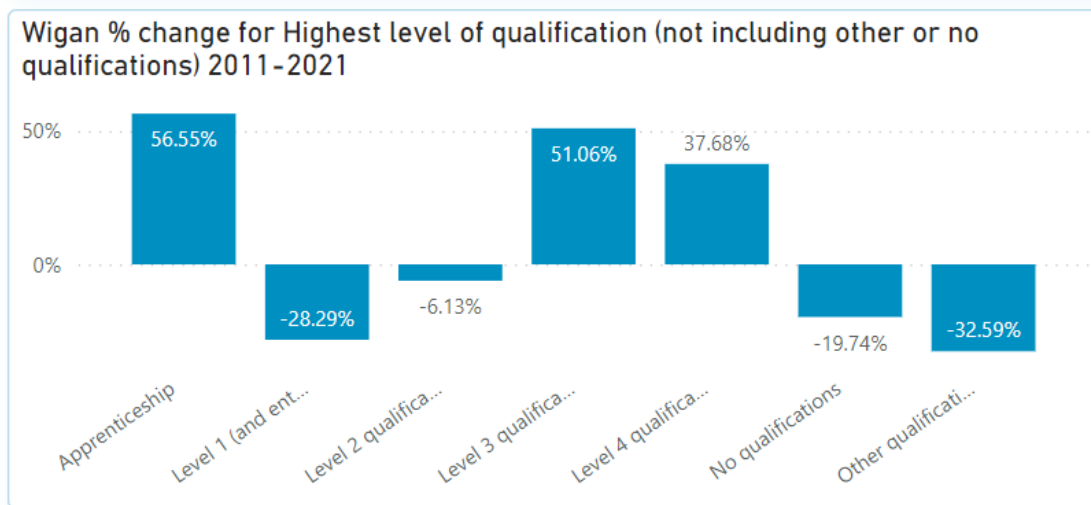
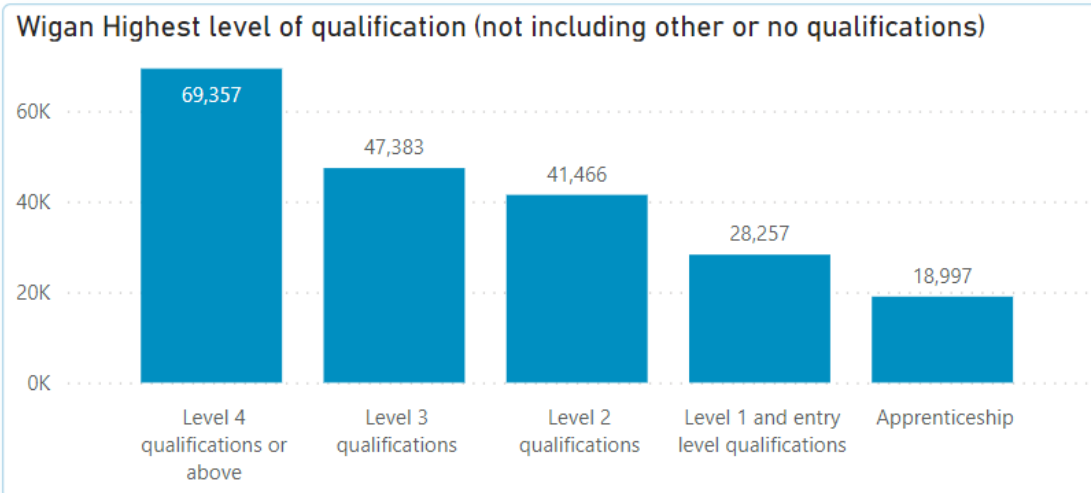
- Wages are lower than those from the North West and Great Britain.

Earnings by place of residence (2022)			
	Wigan (Pounds)	North West (Pounds)	Great Britain (Pounds)
Gross Weekly Pay Full-Time Workers	589.2	603.7	642.2

- Wigan has a strong business base, the vast majority of employers are classified as SMEs

Enterprises	Wigan (no.)	Wigan (%)
Micro (0 To 9)	8,320	88.8
Small (10 To 49)	880	9.4
Medium (50 To 249)	135	1.4
Large (250+)	25	0.3

- Wigan is ranked as the 75th most deprived local authority out of the 354 local authority districts in England
- 53 of Wigan's 200 neighbourhoods fall within the 10 per cent most deprived neighbourhoods in England
- Wigan has a higher number of apprentices than the national average (7.1% compared to 5.3%). The number of apprentices in Wigan has grown since 2011 (56.6% change since 2011-2021).
- 43.4% of the Wigan population are educated to Level 3 although this is lower than the national number: 51% – this number has also grown (by 35k) between 2011 and 2021.



Source: Census 2021

- There are low levels of ethnic diversity within the borough. In the 2011 census there were 95.5% of residents in the White-British group compared to 87.1% for Greater Manchester and the Northwest and 80.5% for England and Wales. The 2021 census however showed a change in the ethnicity of residents: 92% White British, which is still high compared to the total population in England and Wales where 74.4% (44.4 million) identified their ethnic group as "English, Welsh, Scottish, Northern Irish or British".
- Wigan has strong levels of employment with an unemployment rate of 3.7% (lower than the NW). A high proportion of the population in Wigan is economically active (79.6%)
- Wigan has a low proportion of its population that are economically inactive (20.4%) compared to the North West and Great Britain. 90.4% of economically inactive people however, are not looking for work.

2.2 Greater Manchester Local Skills and Labour

Greater Manchester is home to around 124,000 businesses and more than 2.8m residents and encompasses ten districts:

- Bolton
- Bury
- Manchester
- Oldham
- Rochdale
- Salford
- Stockport
- Tameside
- Trafford
- Wigan

The ten local authorities have worked closely together for many years however, with the formation of the Combined Authority, election of a Mayor, and six devolution deals signed, the city-region now has a unique set of functions, powers and levers across multiple policy areas including devolved adult skills functions and associated funding.

Greater Manchester has established a vision for an integrated labour market system that brings together education, skills, work and health, recognising that these factors are inextricably linked to strong communities, resilient citizens, and a thriving economy. The Greater Manchester Employment and Skills Advisory Panel (ESAP) provides strategic advice, oversight and recommendations to decision-makers, pools intelligence from across the labour market system, and leverages existing networks and relationships to provide challenge and debate across the labour market landscape. This vision has now been extended and is embodied in the trailblazer devolution deal announced in March'23.

Greater Manchester - Skills Strengths and Needs

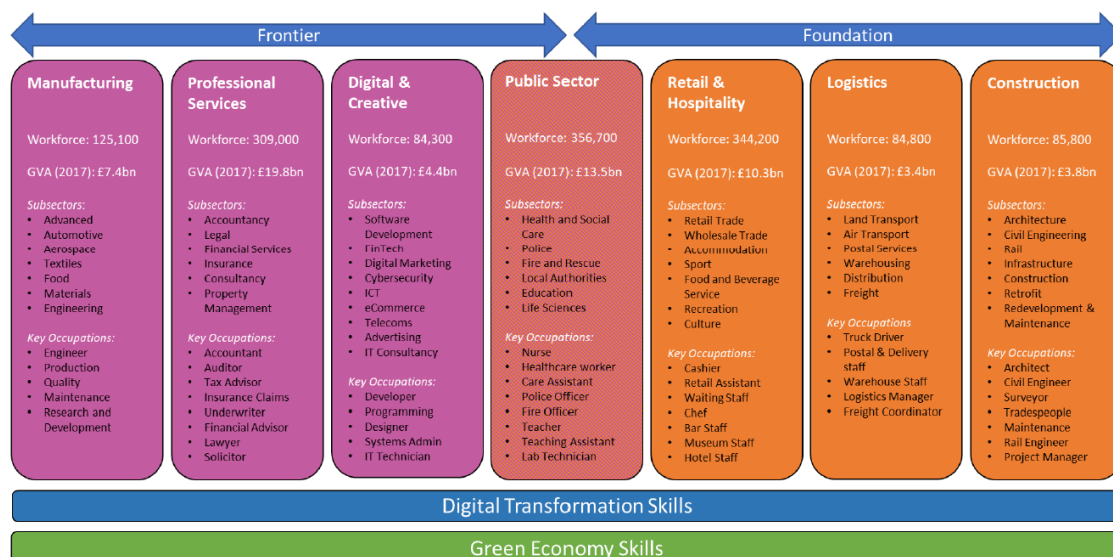
- Greater Manchester's population is lower skilled than the national average, especially in respect of the higher proportion of people with no/low qualifications and the lower proportion of residents with level 4+ qualifications.
- The 2019 Index of Multiple Deprivation (IMD) data shows, over a fifth of the neighbourhoods in Greater Manchester fall into the bottom 10% of most deprived neighbourhoods nationally in respect of employment and income.
- In terms of skills deprivation, 13% of Greater Manchester neighbourhoods fall into the bottom 10%, although this masks significant variation between districts (in Oldham, for example, 30% of neighbourhoods are amongst the most deprived on skills).
- GM has some labour market assets of national and international significance, which are driving demand for a pipeline of higher level technical skills. However, 40% of GM employment is in the foundation and service sectors, where roles are often low paid and opportunities for productivity gains and in-work progression are limited.

- These matters, and inequalities more generally, were brought into sharper focus by the Covid-19 pandemic, with Greater Manchester experiencing some of the longest periods of the most severe restrictions in the country.
- In early 2022, the GM Skills Observatory noted that:
 - The GM labour market was improving, but hiring was slowing in what remained a tight labour market and ‘employee-favoured’ in some occupations where demand for skilled workers outstripped supply.
 - Labour supply: The main occupational areas advertising vacancies were ICT, Sales, Teaching, Accounting & Finance, and Engineering. Employers indicated expected vacancies in the months ahead across construction trades, social care, sales, customer service, hospitality, manufacturing, and cross cutting project/business/office management
 - Skills supply/gaps: highest in IT, construction, and manufacturing and the urgency of filling gaps had increased. Stronger emphasis than previously on ‘soft’ management skillsets and digital.
 - Strong demand for sales, social media, digital marketing and business development specialist to support return to pre-pandemic levels of activity and turnover/profit.
 - Cost of training remained a limiting factor for many businesses, as inflation and increased liabilities arising from the pandemic impacted business investment.
 - Indications also suggest that sectors that experienced the combined impact of the pandemic and its restrictions together with other factors, such as wider economic trends, including EU trade conditions/supply chains and a heavy reliance on labour provided by overseas workers who have left the UK, have felt the heaviest impact – including hospitality, social care, manufacturing and haulage/logistics.

GM’s Priority sectors

The GM Local Industrial Strategy focuses on priority sectors; many of which also reflect national priorities:

- Four **‘frontier sectors’** – those industries seen as fundamental to our future economic well-being: Health Innovation, Advanced Materials and Manufacturing, Digital, Creative & Media, and ‘Clean Growth’.
- The **foundational economy** – those sectors with significant employment volumes but not necessarily productivity-transformative potential: Retail, Social Care, and Hospitality & Tourism.
- A number of **key in-demand occupations** within each sector have been identified and are summarised below.



Wigan & Leigh College’s curriculum offer is purposely shaped to attract residents into shortage and higher paid roles in priority Frontier and Foundation sectors. The college has an above average volume of Apprenticeships when compared to other colleges in GM, these are offered across all the above sectors from intermediate to higher and degree level.

Targeted employment courses have been developed in direct response to employer and sectoral demand and aim to attract and prepare people for critical shortage roles such as Teaching Assistants, Residential Children’s services, Social Care, Civil Engineers and Food production. These include Sector Work Academy programmes (SWAPs) for job seekers and ‘Step into’ training programmes for both young people and adults.

In addition, bespoke upskilling training programmes have been developed in partnership with employers to address skills gaps and emerging skills needs in key sectors such as food production and manufacturing.

2.3 Greater Manchester Local Skills Improvement Plan (LSIP)

Greater Manchester Chamber of Commerce is the designated Employer Representative Body (ERB) for developing and delivering the LSIP for Greater Manchester (GM LSIP) which has been developed to identify and respond to local labour market needs that can best meet the relevant needs of businesses in the different local authorities within Greater Manchester.

In the March 2023 Spring Budget details of the new Trailblazer Devolution Deal for Greater Manchester were revealed and a brand new approach to skills provision in GM was outlined building on, amongst other areas, the Mayor’s stated ambition for an Integrated Technical Education City Region. This new approach backed by devolved powers and funding has the GM LSIP at its heart and will ensure that future provision matches demand better and has the flexibility to respond quicker to employers’ needs.

Engagement with the LSIP process has been primarily through a business survey and engagement/responses by borough are as follows:

Summary of findings for Wigan

Employment in Wigan (BRES 2021): 108,950

Sectors with the largest employment

- Health & Social Care: 17,000
- Construction: 11,000
- Retail: 11,000
- Manufacturing: 10,000
- Business administration and support services: 10,000

Largest sector in employment which marked a decline in jobs (BRES 2021)

- Manufacturing jobs decreased by 17%
- Wholesale jobs declined by 10%
- Retail jobs declined by 15%

Largest sector in employment which marked an increase in jobs (BRES 2021)

- Health jobs increased by 13%
- Business administration and Support services jobs increased 11%
- Construction jobs increased by 57%

Largest sector in employment which marked no change in jobs (BRES 2021)

- Education jobs reported no change for the year 2021.

Top 3 sectors with high Gross Value Added (GVA) according to 2020 data

- Manufacturing
- Health and Social care
- Construction

LA priorities ¹

- Logistics
- Manufacturing
- Retail
- Health and Social care
- Construction

Future investment / projects²

Wigan is part of Wigan & Bolton Growth Corridor. The key priorities for this growth cluster and the implication for employment / skills development are laid out in the table below.

Investment benefits	Development	Skills areas or job titles
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¹ Wigan Economic Vision <https://www.wigan.gov.uk/Docs/PDF/Business/Economic-vision/Wigan-Economic-Vision.pdf>

² [Greater Manchester's Growth Locations \(aboutgreatermanchester.com\)](https://www.greatermanchester.com/growth-locations)

Construction	Transport infrastructure, bus corridor, Motorways, rail expansion, Homes, warehouses, Future Wigan HS2 station	Civil engineers, Labourers, Site supervisors, Quantity surveyor, roofers, tile fitter, scaffolder, Plasterer, Painter, Bricklayer, ceiling fixer, Highway engineer, rail engineer
Logistics	Transport and distribution	Drivers, warehouse workers, forklift operators, Transport managers, assembly operatives
Health	Public Investment	Care workers, care assistants, Nurses
Education	Public investment	Teachers, Teaching assistant, Tutors, SEN assistant
Professional services	Health Research and innovation (biosensors, genomics and precision medicine, diagnostics, Biopharmaceuticals and application of advanced materials.)	Digital and AI transformation in health, Pharmaceutical Researcher, Bioinformatician, Epidemiologist, clinical data analyst
Green Opportunities	Green infrastructure, transport, manufacturing	Plumbers – Heat Pump, Retrofit Assessor, retrofitting coordinator, Digital skills needed for green transformation, Energy Consultants, Low carbon project manager, Electrical engineer, waste recycling management roles
Manufacturing	Advance manufacturing, Commercialisation of advanced manufacturing techniques, research on advanced manufacturing	Production operative, Software developer, Mechanical Engineer, Electrical Engineer Automotive design engineer, project engineer (materials), AI skills, production design skills

Adzuna job titles

Sector	Job Titles
FBPS	<ul style="list-style-type: none"> • Software Developer • Manager • Administrator • Recruitment Consultant • Project managers • Credit manager • Accountant • HR • Business development Manager
Health and Social care	<ul style="list-style-type: none"> • Social care worker • General nurse • Healthcare assistant • Mental health nurse • Personal Trainer
Education	<ul style="list-style-type: none"> • Teaching assistants • Primary School teacher • SEN Assistant • English teacher secondary School • Cover Supervisor • Mathematics teacher
Transport and storage	<ul style="list-style-type: none"> • Warehouse worker • Cleaner • Driver
Manufacturing	<ul style="list-style-type: none"> • Production Operative • Engineer • Machine Operator • Technician • Product designer • Electrical maintenance engineer • Field service manager • Purchasing Manager
Hospitality	<ul style="list-style-type: none"> • Customer assistant • sales executive • Chef • Shift managers
Construction	<ul style="list-style-type: none"> • Quantity surveyors • Labourers • Quantity surveyors • Labourers • Site managers

Survey findings

Jobs that are difficult to recruit

Businesses were asked “*What were the job title(s) that you faced difficulties recruiting for?*” The table below shows the most cited job titles for the largest sectors in Wigan.

Sector	Job Titles
Construction	<ul style="list-style-type: none">• Construction Labourer• Project Manager• Engineer
FBPS	<ul style="list-style-type: none">• Manager• Administrator• Accountant
Health	<ul style="list-style-type: none">• Care Worker• Support Worker
Hospitality	<ul style="list-style-type: none">• Manager• Chef
Manufacturing	<ul style="list-style-type: none">• Production Operative• Welder• Engineer

Key causes of recruitment difficulties

Businesses were asked “*What are the main reasons why you are facing recruitment difficulties?*” The top reasons were:

- Low number of applicants with the required skills
 - Not enough people interested in doing this type of job
 - Lack of qualifications the company needs
-
- *71% of businesses in Wigan reported recruitment difficulties making it the local authority area with the third highest level of recruitment problems in Greater Manchester. Difficulties revolved around ‘skilled and technical’ and ‘professional/managerial roles’, with 42.4% and 30.4% of businesses saying such roles were hard to fill. This was followed by ‘clerical’ (22.8%) and ‘unskilled and semi-skilled’ (20.7%). Notably, recruitment difficulties were elevated for all types of roles.*
 - *Skills shortages amongst candidates in Wigan were similar to that of Greater Manchester. “Specialist skills/knowledge to perform the role” was the most difficult technical skill to find in candidates, with 43% of respondents reporting this.*
 - *In second and third came “reading and understanding operating instructions” (27.8%) and “knowledge of products/services offered by their organisation” (26.6%).*
 - *Regarding soft skills, “ability to manage own time and prioritise own tasks” (45.6%, 36), “managing own feelings or the feelings of others” (26.6%) and “team working” (25.3%) were the hardest to get from candidates.*

- *Employers in Wigan required “reading and understanding operating instructions” and “team working” in higher proportions than the overall Greater Manchester average.*
- *The training area of greatest interest was “basic functional skills for business”, with 27.7% of businesses indicating they would provide this type of training to their staff. This was followed by “soft skills” (25.2%), “customer service” (23.9%) and “digital marketing” (20.6%). “Business leadership and management” came fifth but it was less popular in Wigan than in the other local authorities.*

Recommendations

1. The manufacturing sector is one of the priority areas in Wigan with food and drinks manufacturing being a particular strength. Research conducted for the development of the LSIP identified numerous labour and skills shortages in the manufacturing and engineering sector. For example, survey respondents identified that trained welders and engineering fitters were extremely difficult to recruit across multiple LAs in GM. Current training provision in the borough includes courses for metal fabricators, engineering technicians, fitters etc. Expanding this offer could address the shortages reported by employers in not only Wigan but also employers in other parts of GM.
2. Linked to the above is an increasing demand for reskilling from one role to another especially around the move away from ‘heavy’ industry, engineering and other roles in ‘decline’. The availability of workers with skills in operating advanced machinery and using hand/power tools means they could work in the construction, logistics and manufacturing sectors. Job roles such as steel fabrication and welding are in demand and the combination of existing soft skills, experience and new skills taught through new courses will mean new roles are accessible.
3. The manufacturing sector is expected to undergo largescale digitalisation and the adoption of automotive technologies including robotics is set to increase further. Future training in manufacturing will need to include computing, IoT sensors and manufacturing data analytics.
4. With construction activity needing to ramp up for future investment projects, demand for all construction trades is likely to go up. This includes the skills needed for house building but also for commercial and office space development - for e.g., structural and steel erecting.
5. The LSIP survey showed that bricklayers amongst other traditional trade roles in construction were both in demand and difficult to recruit. There are vocational qualifications and apprenticeships in this area and considering the number of house building projects, provision must be maintained and even expanded.
6. The Construction Pipeline Analysis shows that there is demand for workers in woodwork trades, plasterers etc. Although there is provision in the borough for carpentry and joinery, there is a potential gap for advanced content tailored to building envelop and carbon neutrality. This could also apply to roles in painting and decorating.
7. Overall, there appears to be ample provision available for “construction crafts/construction studies” which will help towards the massive 12% increase in employment in the last 5 years.

With construction being one of the three biggest contributors to GVA and a priority for this local authority, this should remain constant. These courses should, increasingly, implement technology influencing factors such as the growth of solar energy and energy regulation, computer literacy with regards to architecture/engineering and green skills.

8. There are currently many courses in Health & Social care, an area that is likely to see a lot of demand given the estimated increase in population of older age groups. Current provision covers level 1 to degree level. However, updating the curriculum to cater to the growth of technology in hospitals and health facilities should be considered.
9. Within Health & Social care, there will need to be training in technology-based skills to build fluidity between different care providers. Technology is underutilized in the care professions and many still operate on paper. Implementing IoT into the care sector will mean smoother communication and an increase in transferable skills such as working with smart technology.
10. Management roles are in demand for many sectors including construction and manufacturing which are both priority sectors and 2/3 of the biggest contributors to GVA. Due to the broad nature of the role of management, courses should be implemented to teach more specific duties and skills tailored for the respective industry. This could be warehouse management and site management which will teach existing management soft skills along with specific industry management skills. These should also contain awareness of green skills such as waste management and energy consciousness to contribute to meeting net zero targets.

3 Stakeholder Engagement

Wigan and Leigh is committed to the needs of all stakeholders and understands the importance of listening and responding to their views and ambitions for the College and its students. This commitment is clearly articulated in our vision, mission and strategic ambitions, which were developed through consultation with internal and external stakeholders and detail a commitment to partnership, collaborative working and engagement in pursuit of informed curriculum planning aligned to local skills needs, and the continued improvement of our performance.

The college has developed a rigorous, impactful and systemic approach to stakeholder engagement over many years. Leaders set high expectations of all staff in relation to engagement, collaboration and partnership in order to assure the relevance, currency and quality of our offer. The college's approach to stakeholder engagement seeks to:

- Identify the college's wide range of stakeholders
- Understand our stakeholders' needs and their potential to influence the college
- Provide a framework for managing our relationships with stakeholders that delivers collaboration, partnership and external influence on offer
- Deliver mechanisms for feedback on the quality and impact of our service

We have shaped our methodology to respond to the guiding principles laid out in two key documents: The Governors' Council Code of Good Governance for English Colleges (Section 5:

Responsiveness) and the Stakeholder engagement maturity matrix, recently published by the Good Governance Institute.

The college’s Stakeholder Engagement Report, which is approved by governors annually, details our approach to stakeholder engagement and uses interest/influence mapping and stakeholder maturity matrix to direct our response and map and assess our current key competencies. The report presents the College’s stakeholders, which are organised into 2 groups: Internal/External and separately Skills Stakeholders (Civic, Community, Employer, Education) as detailed in the enhanced inspection guidance from Ofsted. Stakeholders are organised into priority groups and our strategic response to each is detailed including our methods for Relationship management and development, Strategic management, Engagement systems, processes and procedures and Feedback and improvement mechanisms.

Wigan & Leigh College’s addresses Local, Regional and National skills needs via a range of stakeholder engagement and shared planning activities including:

- The delivery of the Wigan Employment & Skills Strategy and Wigan Education Strategy
- Active membership of the Wigan Enterprise Board
- Active membership of the Greater Manchester Colleges Group, chaired by Wigan and Leigh College’s Principal
- Lead FE partner in the GM Institute of Technology
- Active engagement in collaboration and strong partnerships with local and regional stakeholders

Strategic Partners and Key Stakeholders

Civic	Key stakeholders include: Wigan Borough Council, Greater Manchester Combined Authority, Greater Manchester Chamber of Commerce, Local MPS and Elected representatives, DWP and JCP, the ESFA and DfE.
Community	Key stakeholders including stakeholder groups include: Community Wealth Building partnership; Community Health Building partnership; Leigh sports village; Wigan Youth Zone; Haigh Hall; Groundwork; Platt Bridge Community Zone; Local Primary and High Schools; Wigan family welfare; Wigan borough council community, culture and arts teams.
Education	Key stakeholders and providers include: Greater Manchester Colleges group; partner high schools including primary and nursery schools; local 6 th form Colleges (Wigan College’s Partnership) and Training providers; The Careers and Enterprise Company & GM Careers Hub; Universities including key partners: Edge Hill University (Education Skills Partnership), Salford University (GM IoT); Wigan Borough Councils education teams.
Employers	We have extensive employer relationships throughout the Northwest which includes 1000+ companies across key sectors including large corporates such as Sellafield Limited, Electricity North West Limited, KraftHeinz and a host of local authorities and NHS Trusts, including Wigan Borough Council and Wrightington Wigan and Leigh NHS Trust as well as supporting a high numbers of small, medium and micro sized businesses, representing 97% of our employers overall.

4. Governance

In support of the Governing Board's responsibility to assess how well the college is meeting the needs of the community the following were implemented in 22/23 and will be embedded and extended during 23/24:

- A revised reporting system for curriculum planning has been developed that responds to priorities approved at Board Strategic Day
- Introduction of an annual Stakeholder Report
- New Board membership/representation to include wider representation from stakeholder categories
- A calendar of events to increase opportunities for Governing Board members to engage with community stakeholders

5. Contribution to Local, Regional and National priorities – Accountability Action Plan

Aim/Objective	Key Action /Impact 2023-24
<p>AA1: Further expand on T level study programme pathways and transition pathways</p>	<ul style="list-style-type: none"> • Introduce new T level programmes for Sept’23 in Accounting and Construction and the Built Environment • Ensure Level 2 progression pathways including T Level transition programmes into all pathways: Digital, Health and Science, Accounting, Education, Design and Surveying, Construction and the Built Environment • Trial revised entry criteria and develop maths/English (M/E) resit model for T level students
<p>AA2: Further increase focus on ‘softer-skills’ and work ready accreditation programmes including literacy and numeracy (M/E) across the curriculum</p>	<ul style="list-style-type: none"> • Embed revised M/E strategy around autumn/summer examination series to further improve on 22/23 performance data. • Pilot of flexible support offered by Yippi Yap to be more broadly offered across study programme curriculum to support maths in GCSE and Functional Skills • Expand delivery of CSCS training and accreditation for on-site construction including expansion of CSCS training programme with Job Centre Plus (AEB funding) • Pilot delivery of enterprise and entrepreneurship programme with a specific focus on level 2 occupational study programmes and 19+ students • Introduction of comprehensive career passport programme, for learners and apprentices, to evidence employability including CV writing, interview practice and communication, teamwork and problem solving • 16-19 skills tracker to be extended to FT discrete adult provision at all levels <p><i>(commitment to core qualifications remains and curriculum intent does not alter – unnecessary non-reg and award accreditation will not be utilised)</i></p>
<p>AA3: In partnership with Wigan Council increase AEB engagement and progression and further develop a fully integrated community AEB offer that:</p>	<ul style="list-style-type: none"> • Launch community learning and AEB delivery in off-site venues specifically targeted at Ince, Pemberton, Worsley Mesnes and Atherton. • Extend place based delivery in Job Centres and further expand ‘fast-track’ referral system to college provision • Build on established SWAP programmes in community care, health, retail and construction.

<ul style="list-style-type: none"> (i) Reduces the % of Wigan residents that have no qualification (ii) Increases level 3 qualification attainment levels (iii) Targets employability and 'back to work' programmes in skill shortage areas 	<ul style="list-style-type: none"> • Extend Care Leavers Skills Passport programme and expand engagement of employer organisations in-borough • Repeat pilot recruitment (Step into) programmes in Teaching Assistants, Care Assistants, Business administration and food manufacturing utilising GM AEB funding flexibilities and NSF • Launch a wider level 3 adult programme offer in health, construction, SEND Teaching Assistant, Residential Childcare, Social Work, engineering and hair and beauty commencing in September'23. This will align with a revised internal progression strategy from level 2 and an increased internal progression target of 60%. • Joint staff development and quality monitoring activity to be undertaken with Wigan Council across joint provision.
<p>AA4: Increase level 4+ attainment rates within Wigan Borough</p>	<ul style="list-style-type: none"> • Launch of GM Institute of Technology will see expansion of current level 4-6 offer in STEM subjects. New HTQs and higher and degree apprenticeships in Construction Management, Quantity Surveying and Digital Pathways will be added to existing specialisms in manufacturing and power engineering and construction. • IAG programme to be launched with partner schools focusing on level 4-6 technical pathways supported by GM Higher and Institute of Technology outreach programme. • Wigan Skills Partnership to expand place based HE offer through Wigan and Leigh University Centre and Edge Hill University offer including expansion of on-site PT Primary Teaching degree delivered by EHU and HNC/D in Counselling.
<p>AA5: Provide employer led skills/workforce curriculum response to following key sectors:</p> <ul style="list-style-type: none"> • Health and Care • Manufacturing and electrical engineering • Construction • Education • Digital 	<ul style="list-style-type: none"> • Expand employer led accreditation through renewal of IET accreditation, expansion to IMechE and NSAN/NCN (Nuclear) accreditation and working in partnership with NSAFDM following recent accreditation in food and drink manufacturing. • Working with Wigan Skills Partnership and led by Wigan Council develop the Wigan Care Academy building on current programme with WWL and expanding to primary care and community based services including health, care, social work and counselling. • Further develop and embed the new Teaching and Learning Academy with a specific focus on vocational updating in engineering, construction and green technologies. Delivering teaching capacity across the curriculum for frontier sectors with a specific focus on STEM in particular manufacturing and

	<p>power engineering. The Academy will also lead on the development of pedagogical practice in all strands of the education curriculum (teaching, early years and teaching assistants)</p> <ul style="list-style-type: none"> • Through the IoT roll-out short-courses developed through SDF project in sustainable energy.
<p>AA6: As an anchor institution within the borough of Wigan the college will actively engage and provide leadership in skills development with the intention of improving GVA and productivity, raising qualification attainment levels and helping to deliver the Wigan Economic Strategy.</p>	<ul style="list-style-type: none"> • Collaborate effectively with education partners in Wigan and across GM through the Wigan Education Partnership and the GM Colleges partnership. • Through the GM Colleges partnership actively engage with the development of the GM integrated technical skills system • Work collaboratively with the Wigan Borough Council and the Education Skills Partnership to impact positively on the economic opportunities and life chances within the borough • Through our curriculum intent provide a comprehensive curriculum offer for employers via study programmes, apprenticeship training, AEB activity and higher education, ensuring that the needs of current employers are being met as well as helping attract new higher skilled employment opportunities



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