

VTCT Strategic Plan 2018-2022

Background

With a 56 year history of supporting the services sectors, Vocational Training Charitable Trust (VTCT), has been at the forefront of education, and has provided a direct line of sight to a job and improved career prospects to more than a million people.

We remain committed to our legacy of success in further establishing ourselves as the leading provider of hair and beauty education and with a 63% market-share in our core sectors, VTCT's presence continues to expand across the UK. Following the acquisition of the internationally recognised examination board iTEC in 2016, VTCT and iTEC qualifications are now delivered through more than 2,000 approved centres globally.

We are focused on our charitable objects of serving the public through the advancement of education, and to ensure VTCT's future vitality and strength, our strategic planning has evaluated our internal and external environment, identified opportunities and challenges, and established our most important priorities.

With a long-term strategic focus, despite constant change in the education and skills sector, we will remain agile, yet poised to continue to provide a best-in class, value-added awarding and assessment proposition to centres. In parallel, we will continue to grow the business through increased revenue and learner numbers by diversifying into new markets through innovation, acquisition and/or partnership.

VTCT's strategic plan establishes a clear direction for the course of the business during the next four years. This strategic plan represents the collaboration of all staff who are committed, enthusiastic, knowledgeable and skilled. By inputting into this strategy, everyone was instrumental in shaping the roadmap for VTCT's future.

"Continuing to serve the public through the advancement of education, whilst embracing reform to further grow the business and extend our reach, providing more learners with a direct line of sight to a job and new skills"

Strategic Objectives

Despite substantive changes to the education and skills sector, this is an exciting time for VTCT, as the leading provider of hair and beauty awarding and assessment services.

Change provides opportunities and we believe that this well-thought and targeted strategy, supported by the talent, enthusiasm and commitment across the business will strengthen our position and facilitate growth over the next four years.

Our strategy comprises five key strategic objectives that are underpinned by our core values and will continue to serve the public through the advancement of education.

Specifically, we will work together to enhance the futures of more learners in England by setting out to be the hair and beauty T-Level awarding organisation within the Skills Plan. In parallel to this we will maintain focus on our UK learners that sit outside of the Skills Plan through both our VTCT and iTEC brands, whilst also seeking to extend our global reach through our iTEC brand.

We have enhanced our support of apprenticeships through our end-to-end, value-added proposition, which includes our role as an End-Point Assessment Organisation regulated by Ofqual and will continue to explore and enter other sectors where there is a reasonable opportunity.

Of course, our people remain our most valuable resource and the development of a people strategy is a priority to ensure our success. The people strategy intention is to make a clear statement about how VTCT values and treats its people, and the culture it wishes to foster to enable everyone to achieve and sustain excellence in all areas of activity. Our people strategy will be underpinned across the themes of recruitment and retention; talent management; reward strategy; and creating a thriving and inclusive community.

We will work together to achieve the following objectives:

- 1 Enhance the futures of more learners in England by being the T-Level Awarding Organisation for the Hair and Beauty route within the Skills Plan**
- 2 Enhance the futures of more UK learners outside of the Skills Plan, delivering to over 50,000 learners by 2022**
- 3 Extend our global learner reach, to achieve 40,000 learners by 2022**
- 4 Provide a best-in-class apprenticeship End Point Assessment Organisation service for learners, exceeding 10,000 apprenticeship assessments across sectors by 2022**
- 5 Enhance our reputation as a great place to work, achieving IIP 'Silver' and Times Top 100 Small Employer by 2022**

Context

The education and skills sector is a challenging environment with constant change and reform impacting colleges, private training and apprenticeship providers. These changes are resulting in a reduced market value of the technical and professional sector as a whole, with this trend evident across all sectors. Technical education continues to be perceived as the poor relation to academic education and therefore, it is likely that this volume and speed of change will continue.

Skills Plan

The implementation of the Post-16 Skills Plan and design of T Levels is a challenging reform for the Technical and Vocational education sector. T Levels are new, Level 3 predominantly college based technical qualifications, which will be created for each occupation or cluster of occupations within a Skills Plan route, of which there are 15 in total.

T Level panels, appointed by the Institute for Apprenticeships (IfA) and made up of employers, professional bodies will be responsible for developing the content for T Levels, which will be based on the same employer-set of standards as apprenticeships.

T Level programmes are likely to be equivalent in size to three A Levels and will generally be studied full time over two years by 16-19 year olds. It is expected, on average, they will consist of 1,800 hours of learning in total – 50% more than the current average 16-19 study programme. Additional funding for this increase will amount to £500 million a year once T Levels are fully rolled out.

T Levels will comprise of:

- A technical qualification in a given occupational area.
- A work placement with an external employer lasting between 45 and 60 days.
- Maths, English and digital requirements.
- Any other occupation-specific requirements/qualifications.

Full T Level routes are expected to be rolled out from September 2020

Apprenticeship Reform

The reform of the apprenticeship system in England continues to be implemented, placing employers in the driving seat. Employers are setting standards and specifying the assessment approach for single occupations across all sectors of the English economy. VTCT and iTEC fully support the apprenticeship reform and have significant number of apprentices in training with providers who will eventually be assessed by End-Point Assessment.

New apprenticeship standards are supported, in part, by a new funding regime, which mandates all employers contribute 0.5% of their pay bill, if higher than £3m, as a levy into a digital account which can only be drawn through the recruitment, employment and training of apprentices. Those employers that do not have to pay the Levy have to co-fund the apprenticeship by paying 10% of the cost, with the government picking up the other 90%. Employers can only use funds in their digital account to pay for apprenticeship training and assessment for apprentices that work at least 50% of their time in England, and only up to the funding band maximum for that apprenticeship.

Despite the government claiming progress in this sector, a number of concerns remain not only about the proposed reforms in terms of process but also the ambition of achieving 3 million apprenticeship starts by 2020.

Brexit

The impact of Britain's decision to leave the EU is still unrealised. The UK Government is trying to negotiate the terms of our exit, but much of the finer detail has yet to be agreed upon. One area that will almost certainly be affected is the education and training sector, with experts debating the degree of impact. Within VTCT and iTEC we have seen increased anxiety from learners to the value of UK regulated qualifications post Brexit which has led to some of our European centres and schools reporting lower than expected learner registrations.

Our purpose

VTCT is committed to its charitable objects, that is, public benefit, through the advancement of education.

Our mission

Our mission at VTCT is to provide a direct line of sight to a job, enhancing knowledge and skills, and improving career prospects.

Our intent

VTCT's strategic intention is to grow the business through increased revenue and learner numbers through consolidation, and diversification into new markets through innovation, acquisition and/or partnership.

Our values

VTCT's core values, as produced collaboratively by staff, are:

- Trust me to run with it – giving freedom, empowerment and ownership to get a great job done.
- Together we talk listen and lead – acting with courage and openness to create shared solutions.
- We grow great people– achieving success by valuing, supporting and investing in colleagues and customers.
- What have we done today to make us feel proud – innovating and improving through passion and relationships.
- Together we complete the puzzle – reaching out across boundaries to support and collaborate.
- Our community – welcoming, creative and vibrant, achieving great things for our customers and beneficiaries.

Summary

This strategy sets out the intended direction of VTCT over the next four years. We hope that by setting out in detail our objectives and plans that this will engage and empower our committed, knowledgeable and enthusiastic, Trustees and staff base to contribute to, and share the success of, our organisation, as we look to excel in a challenging sector.

Effective implementation of this strategy will result in our reaching out to further learners, providing them with a direct line of sight to a job and a livelihood to be proud of. We will continue to enjoy our work and collaborate effectively to ensure learners benefit from our existence and that VTCT, as a global brand, enjoys the growth it deserves over the next four years, and continues to benefit the public, long into the future.