

The Trafford and Stockport College Group

ESTATE STRATEGY

2025-2030

BELONG | BELIEVE | ACHIEVE





INTRODUCTION

Staying Ahead of the Curve

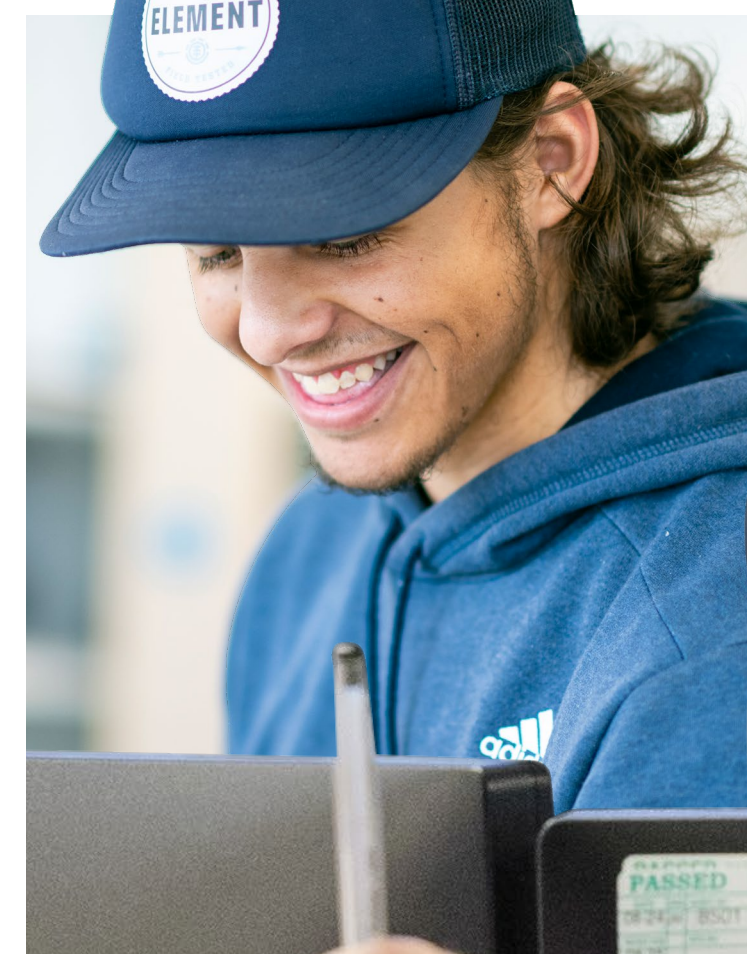
TSCG is committed to enhancing the experience of our students and staff through the services we deliver and the spaces we provide. This strategy sets out the objectives needed to enable us to deliver the excellent facilities that will support our overall mission and corporate strategy.



The TSCG estate is large, diverse, and complex. Whilst proud of previous investments including the many excellent buildings we have constructed, we also acknowledge the need for continued investment to maintain our buildings and ensure our estate meets modern standards in teaching and learning, digital innovation, sustainability and accessibility. We also need to deliver a flexible estate which can be adapted to meet changing needs and expectations.

The aim of the strategy is to maintain the high standard of teaching and learning facilities, ensuring students and staff benefit from a high-quality educational environment with a clear alignment between people and place. There will be a focus on improving common areas such as dining rooms, breakout spaces and outdoor areas to enhance the overall student and staff experience with enhanced enrichment, social and wellbeing spaces. Clear expectations and standards will be set for each area to ensure consistency and standardisation.

To assist TSCG in enhancing its future estate, plans must incorporate sustainable building practices while modernising facilities to create versatile learning and working spaces. Initiatives must have benefit to students and staff by providing a more comfortable, efficient and inspiring environment, fostering both academic and professional growth. The TSCG estate must feature energy-efficient systems,



advanced technology integration and accessible design to meet diverse needs.

To achieve this, we will implement green building standards, invest in state-of-the-art technology and ensure all spaces are designed with inclusivity in mind. Regular consultations with stakeholders, thorough planning and phased implementation will ensure these goals are met effectively, creating a dynamic and responsive estate that supports the evolving needs of our students and communities.

ESTATE STRATEGIC OBJECTIVES

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STRATEGIC OBJECTIVE 1

An estate that delivers local, regional and national priorities

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STRATEGIC OBJECTIVE 2

An estate that offers high quality accommodation, promotes health, wellbeing and where you feel safe.

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STRATEGIC OBJECTIVE 3

An estate that delivers an exceptional student experience.

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STRATEGIC OBJECTIVE 4

An estate that is flexible and efficient.

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STRATEGIC OBJECTIVE 5

An estate that is aligned to digital innovation.

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STRATEGIC OBJECTIVE 6

An estate that is sustainable.

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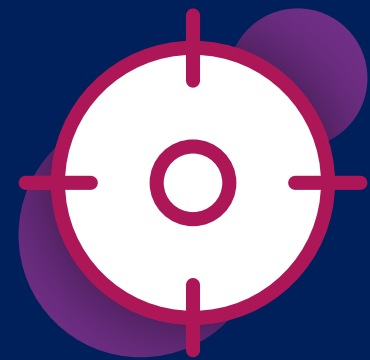
STRATEGIC OBJECTIVE 7

An estate that is inclusive and maximises social and community value.



ESTATE VISION AND VALUES

A vibrant and green estate which is mindful of the relationship between people and place, enhances the learner experience and outcomes and adapts to meet national, regional and local priorities.



We will challenge ourselves to be **ambitious**, delivering a transformative estate where people have access to the best facilities, inspiring our learners to achieve greatness in their future careers.



We will be **collaborative**, working with colleagues to ensure we succeed together in developing and delivering an efficient estate that meets current and future national, regional and local skill needs.



We will deliver an **inclusive** estate which is designed to ensure the wellbeing of our people, providing a physical environment where everyone feels secure, welcome and can thrive.



We will be **resilient** to the longevity of the estate strategy. We will remain committed to delivering progress whilst acknowledging the financial pressures we are likely to experience and be flexible to meeting the changing requirements that are likely to be placed upon us.



We will be **respectful** to our environment and ensure sustainability principles remain at the core of our decision-making. We will be pro-active in keeping our estate well-maintained and clean, encouraging others to respect our estate and environment.

CONTEXT

About Us



5 CAMPUSES

To serve the accommodation needs of TSCG our estate includes five campuses spread across two local authority areas with a broad range of accommodation in terms of location, age, building framework and maintenance requirements and the range of internal and external specialist accommodation offered.



ANNUAL INCOME OVER

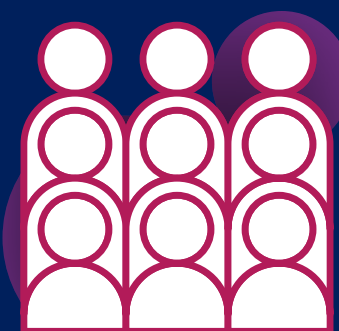
£60m



OVER

6000

ADULTS (across Further and Higher Education)



OVER

900

COLLEAGUES



SERVICES AROUND

5500

YOUNG PEOPLE



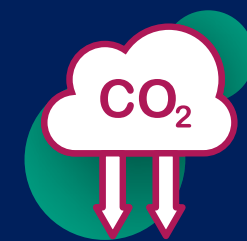
1500

APPRENTICES

National, Regional and Local Policy

CONTEXT

TSCG is committed to supporting national, regional and local priorities. The future and current workforce, therefore, need access to high quality accommodation with the required facilities and equipment to enable



Contribute to the Government's climate change ambition to make Britain a clean energy superpower and accelerate net zero targets through the delivery of a greener estate with specialist accommodation to deliver skills for the green economy.



Contribute to the Government's drive for economic growth and productivity by providing the facilities to skill and upskill the future workforce.

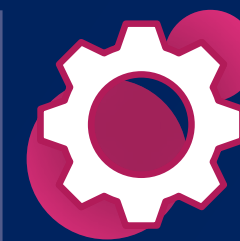


Contribute to the needs of young people with SEND and other vulnerabilities by providing excellent accommodation for SEND learners and appropriate student welfare spaces.

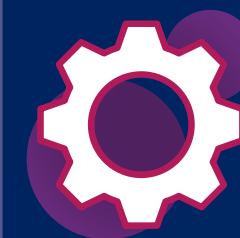


Contribute to Greater Manchester's ambition to provide a fairer and more prosperous society by providing an estate which supports individuals to get better jobs, aligning their skills against growth areas.

them to develop their skills and knowledge. National, regional and local ambitions are reflected in the priority areas of the estate strategy. Through the implementation of this strategy, we will enable TSCG to:



Contribute to the delivery of the Trafford Enterprise Economy and Skills plan with enhanced facilities for sector priorities including professional services, creative and digital, life sciences, construction and green technology.



Contribute to Stockport Skills Plan by providing enhanced facilities for priority areas including construction, professional services, digital, health and social care and green technology.



Contribute to demographic growth needs in the 16-18 population over the duration of the strategy by adapting the estate, whilst ensuring it remains flexible for future demographic reductions.



Contribute to a greener Greater Manchester, by being carbon neutral by 2038 with better air quality and enhanced natural environment.

**WHERE WE
ARE NOW**



The more recent mergers have enabled TSCG to **achieve success in consolidating resources, expanding the academic offer, and creating a more cohesive educational environment.** Each campus has experienced these changes differently, reflecting the unique circumstances in the age, design, previous investment, management and use of the estate along with the communities and student groups they serve.

To navigate these complexities, we are on a journey to standardise our approach across all campuses, ensuring **consistency** and **efficiency** in our operations. It is acknowledged, however, that the level of investment and capacity needed to continue to develop and maintain five campuses will continue to be a challenge during the period of the strategy.

The individual strengths of each campus should also be recognised supporting TSCG to provide a diverse offer with consistent quality standards by maximising the potential of our collective resources and expertise, driving TSCG towards a stronger and more successful future.

A common challenge for all campuses has been to **ensure efficiency.** The most recent utilisation surveys show overall utilisation (including teaching and non-teaching spaces) is low, ranging from **13% to 23%.** The low utilisation reflects several reasons such as block timetabling, class sizes, the multiplication of office space across different campuses and building legacy issues. The lowest utilisation is at the Cheadle campus, which is being addressed through the building project. Whilst this data reflects a snapshot in time, it is essential to consider the low utilisation alongside timetable and register data for a more comprehensive understanding. Addressing this issue strategically relies on data-driven insights and collaboration among key departments such as Estates, MIS, IT, and curriculum teams. The low utilisation does present opportunities to deliver the estate strategies including meeting demographic and priority skills requirements and providing **better collaborative learning and social spaces** without increasing the overall footprint.



ALTRINCHAM CAMPUS

The Altrincham campus was completed in 2011 and is located in Timperley, close to main road bus routes and Timperley Metrolink station. The campus supports a diverse range of learning pathways, including A-levels, hair and beauty, travel, business and hospitality, and the arts. The campus is designed around a central courtyard with an overall size of 20,870 m².

The campus construction and layout offer opportunities for integrating innovations in digital learning and sustainability. The contemporary design supports the implementation of smart classrooms, immersive suites and energy-efficient systems, enhancing both the educational experience and environmental impact.

However, in some areas the existing infrastructure will require renewal in the coming years, for example roof repairs. This may pose challenges related to funding, planning approvals (where applicable), and compliance with current standards. Balancing these upgrades with sustainability goals and minimising construction disruptions will be crucial. Overall, the campus's potential for expansion and community engagement, combined with modern amenities, positions it well for future growth and development.



STRETFORD CAMPUS

The Stretford campus, built in the 1940s was fully refurbished in 2014. Transport links to the campus are good. The campus is close to main bus routes and within walking distance of a Metrolink station. The campus supports a variety of learning pathways, particularly in STEM (Science, Technology, Engineering, and Mathematics) and construction trades.

The campus is equipped with modern facilities, including specialist workshops and modern classrooms. The overall campus size is 15,000 m².

The campus has preserved some of its legacy infrastructure. Continued development of maintenance and improvement regimes are therefore required to ensure the campus remains modern. Further modernisation requirements include upgrading to energy-efficient systems, enhancing learning environments to meet skill priority needs and integrating modern technology to improve educational delivery and operational efficiency.



STOCKPORT CAMPUS

The Stockport campus has benefitted from a recent major capital new build and redevelopment investment along with the disposal of surplus buildings to improve efficiency. The campus is located in Stockport town centre. The campus benefits from good transport links, including proximity to bus routes and Stockport train station.

Stockport campus supports a wide range of learning pathways including construction trades, sciences, computing, business, higher education (HE) and the arts.

The 2023 redevelopment project focussed on rationalising and modernising facilities and enhancing the learning environment. There are further opportunities to adopt sustainable practices like energy-efficient systems and renewable energy sources. The overall campus size is 17,800 m².

Further works are required to improve the building efficiency and infrastructure of the Bakewell and Whitworth buildings to meet priority skill needs and the completion of the window replacement of the Vernon building to support energy efficiency.



CHEADLE CAMPUS

The Cheadle campus is in Cheadle Hulme, Stockport. The campus is currently undergoing a £27m redevelopment and refurbishment project, with the new build set for completion by summer 2025 and the redevelopment project by summer 2026. The campus benefits from good transport links.

Once completed, the campus will provide excellent facilities including for A Levels, early years, health and social care, horticulture, sports studies and the SEND curriculum. The overall campus size is 11,000 m².

The Cheadle project once completed will incorporate the latest innovations in teaching and learning and sustainability with energy-efficient technologies and green spaces. During the construction period there may be temporary disruption to learners and the community.



MARPLE CAMPUS

The Marple campus was constructed in the 1960s with subsequent accommodation additions. The campus is situated on the border of Cheshire and Derbyshire, attracting learners from both regions. The campus offers dedicated bus services from a 15-mile radius. Marple campus supports A Levels and vocational pathways. The overall campus size is 5,363 m².

Given the age of the building, the campus faces some legacy infrastructure issues which will need addressing during the period of the strategy. The presence of Reinforced Autoclaved Aerated Concrete (RAAC) isolated to the science block has necessitated remediation efforts, with works due for completion by summer 2025. Plans are in place to modernise the science block, providing updated facilities that enhance the learning environment. This presents an opportunity to incorporate sustainable practices, improve safety and compliance and increase the campus's attractiveness to prospective students.



PLANNED INVESTMENT AND MAJOR PROJECTS





All capital investments and major projects aim to ensure TSCG campuses remain premier choices for education. Our ambition is to plan investments to gain maximum advantage, be suitably costed and account for the full lifespan of each asset. Going forward, we aim to ensure that each capital project, regardless of value follows a rigid schedule with an appointed project manager and a wider team for support. A capital future projects register will be developed to detail those capital projects in progress and capture emerging requirements where future capital investment will be needed during the period of the strategy.

With a focus towards sustainability and innovation, it is imperative the TSCG group estate continues to consider opportunities to upgrade its fabric, infrastructure and technologies to support each campus to fulfil its community responsibilities as social and economic landscapes develop.

A notable example of investment for the community is the £27 million redevelopment of the Cheadle campus, which includes the ambition to enhance the Choices and Progression pathways. Similarly, the Stockport campus 'masterplan' is being continued to ensure the campus remains efficient for academic needs. Together with the Stretford campus, there is significant investment in construction and STEM fields, adding science labs, electrical workshops and improving construction facilities to create pathways that support local employment needs.



The commitment to green technologies is evident with the creation of state-of-the-art suites for emerging sustainable technologies. The Marple campus is set to undergo a £2 million refurbishment of its science block, while the Altrincham campus will focus on specific upgrades to its infrastructure, improving common areas and welfare facilities.

Across TSCG, innovation suites are being created to support adult and community engagement, providing further employment and soft skills opportunities for young learners. Significant investment is also being made across the group to improve the fabric of the estate and support sustainable practices. This includes the replacement of roof and window systems that are reaching the end of their life.

Boiler replacement works are planned to upgrade legacy infrastructure across the group with more efficient or sustainable systems such as heat pumps. Plans to add solar panels to buildings are ongoing, supporting a more sustainable estate by offsetting the energy used to heat and light buildings. Additionally, lighting infrastructure is being upgraded to more energy-efficient systems, moving away from traditional lighting options to LED systems with efficient controls such as occupancy detectors and

timers. External areas of campuses will also see lighting upgrades, with infrastructure including solar energy systems to reduce grid energy consumption during darker months of the year.

As legacy furniture reaches the end of its life, capital investment will be allocated to replace with sustainable alternatives. This includes using recycled single-material solutions and upcycling furniture to extend its useful life. Additionally, partnerships will be sought to donate aged furniture to communities/countries in need, ensuring that nothing goes to waste.

Through these comprehensive investments and upgrades, the estate is not only enhancing its facilities but also committing to a sustainable and community-focused future.





THE STRATEGIC OBJECTIVES

In Depth

STRATEGIC OBJECTIVE 1

An estate that delivers local, regional and national priorities.

ACTIONS:

- Deliver an estate which reflects local, regional and national priorities and enables TSCG to shape success with strategic investment prioritised to deliver high quality specialist facilities aligned to the demand for skills in key economic sectors (including construction, creative industries, education and early years, engineering, health and social care, business and professional, digital, green skills & sustainability).
- Address regional demographic needs through effective estates management and the allocation of facilities.
- Ensure operating hours reflect demand and enable the TSCG to maximise participation and access opportunities for individuals who need to reskill or update their skills to meet local, regional and national priorities and adapt to changing technologies whilst balancing the need to ensure an efficient and sustainable estates.
- Support innovation, shared expertise and collaboration by providing spaces where employers, students and staff can interact.
- Recognise our value in the regeneration of our region by delivering locations to meet local needs, for example supporting housing and/or specialist educational requirements.

DELIVERED THROUGH:

- TSCG Estate Strategy

MONITORED BY:

- TSCG Resources Committee

IMPACT MEASURES:

- Masterplan developed and implemented per campus.
- TSCG estate can accommodate increased student numbers reflecting demographic changes and priority skill needs.

STRATEGIC OBJECTIVE 2

An estate that offers high quality accommodation, promotes health, wellbeing and where you feel safe.

ACTIONS:

- Create a distinct and exceptional estate which is recognised for offering exceptional accommodation.
- Ensure our campuses remain modern, vibrant and inspiring with a planned maintenance and investment programme to 2030 including a co-ordinated interior design plan which incorporates generic TSCG design principles with specific college branding requirements.
- Improve the wellbeing and physical health of staff by providing access to a range of external and internal sports and wellbeing activities.
- Create a campus design that provides space for work and relaxation with enhanced social and green spaces for staff.
- Foster a culture of safety and wellbeing by ensuring security is at the heart of all campuses both in terms of physical security and measures enabling effective campus management, thus providing individuals with the reassurance needed to enable them to focus on their work and studies.
- Ensure health and safety best practice remains integral to the design and day-to-day management of our campuses, providing assurance that TSCG remains compliant with existing and new statutory requirements.

DELIVERED THROUGH:

- TSCG People and Culture Strategy
- TSCG Estate Strategy

MONITORED BY:

- TSCG Resources Committee
- TSCG People and Culture Steering Group
- TSCG Health and Safety Committee

IMPACT MEASURES:

- ISO 45001 accreditation for whole group.
- RoSPA Achievement Award.
- Increased staff satisfaction with staff facilities from baseline data.
- Minimum estate condition grade B for estate.

STRATEGIC OBJECTIVE 3

An estate that delivers an exceptional student experience.

ACTIONS:

- > Ensure our teaching and learning spaces are outstanding with planned investment to ensure they achieve and remain “best in class” and enable TSCG to deliver excellent education and training.
- > Provide a diverse range of industry standard vocational curriculum facilities that are aligned to the strategic plan, curriculum delivery requirements and planned student numbers by area and equip our learners with fantastic job prospects.
- > Develop our external sports facilities to meet the needs of our students.
- > Develop aesthetically pleasing and integrated campuses which meet the needs of students both inside and outside of the classroom with the promotion of student hubs to enhance students’ experience and independent study, ensuring all the resources and wraparound services needed to provide an exceptional student experience are easily accessible.
- > Invest in the individual not just the learner with enhanced and attractive social environments (internal and external) where students can interact; supporting student enrichment and the development of core personal skills that individuals need to thrive.

DELIVERED THROUGH:

- > TSCG Estate Strategy

MONITORED BY:

- > TSCG Resources Committee

IMPACT MEASURES:

- > Increased student satisfaction with student facilities from baseline data.

STRATEGIC OBJECTIVE 4

An estate that is flexible and efficient.

ACTIONS:

- Develop an estates masterplan to deliver an optimal estate to meet the future requirements of staff and students which is reflective of changes to demographics, technology, curriculum delivery and pedagogical approaches without increasing the overall footprint of our estate.
- Maximise the use of the existing college estate through efficient utilisation and space management with more effective timetabling and increased collaboration with curriculum teams on the use of specialist teaching accommodation.
- Enhance collaborative working by adopting more rooms to provide multi-use office space with a more disciplined approach to office allocation and an estate management process that reflects increased hybrid working.
- Implement a structured space needs assessment model with curriculum teams to ensure the estate remains aligned to educational goals and agile to evolving demands.
- Complete the estates rationalisation at the Cheadle and Stockport campuses, including the completion of Stockport Phase 4 and the Cheadle campus redevelopment.
- Establish an estates procurement framework which can ensure best value whilst not resulting in delays to project and maintenance works.

DELIVERED THROUGH:

- TSCG Estate Strategy

MONITORED BY:

- TSCG Resources Committee

IMPACT MEASURES:

- Increased utilisation from baseline data.

STRATEGIC OBJECTIVE 5

An estate that is aligned to digital innovation.

ACTIONS:

- Evolve our estate to include the infrastructure needed to support our digital strategy and align our virtual and physical estates, providing a seamless and integrated learning and work experience.
- Deliver innovative, student-centric learning spaces which encourage the use of technology and prepare students for work in state-of-the-art environments.
- Develop smart campuses which are data driven to maximise the efficiency of the estate with the use of technologies to manage energy, resources and utilisation.
- Develop utilisation systems to produce data which will enable real-time monitoring and the dynamic allocation of facilities, ensuring optimal utilisation.
- Adopt the latest security technologies including AI-informed video surveillance, cloud- based access control and IT enabled automation to generate analytics that can identify potential threats and ensure a rapid response to incidents.

DELIVERED THROUGH:

- TSCG Digital Strategy
- TSCG Estate Strategy

MONITORED BY:

- TSCG Resources Committee
- TSCG Information Governance Group

IMPACT MEASURES:

- Staff and student satisfaction with resources improved from baseline

STRATEGIC OBJECTIVE 6

An estate that is sustainable.

ACTIONS:

- > Build sustainability investment into the development of our estate, ensuring that our new and existing buildings are equipped to meet and address the threat of climate change by being energy efficient and reducing waste.
- > Address climate change in the maintenance of our estate, seeking to engage new methods & technologies to assist in reducing our carbon footprint and replacing existing legacy lighting with LED, the installation of solar panels and replacing existing plant with eco-friendly alternatives.
- > Deliver against milestone targets to reduce carbon emissions and work towards targets to be net zero by 2038.
- > Make best use of green spaces across campus buildings to create and increase areas of biodiversity.
- > Ensure an integrated and sustainable transport model with facilities to promote the greater use of electric vehicles and enhanced facilities to promote cycling and car sharing.

DELIVERED THROUGH:

- > TSCG Sustainability and Climate Change Strategy

MONITORED BY:

- > TSCG Resources Committee
- > TSCG Sustainability Committee

IMPACT MEASURES:

- > Targets in Sustainability and Climate Change Strategy met or exceeded.

STRATEGIC OBJECTIVE 7

An estate that is inclusive and maximises social and community value.

ACTIONS:

- Adopt a “building for everyone” approach to the design and management of our estate with regular accessibility audits to continue developing a social model for disability and ensure an environment that is accessible to all.
- Continue to develop an inclusive estate which values and supports diversity and where everyone feels they belong.
- Maximise opportunities to boost social value, making ESG intrinsic to our relationships with contractors and suppliers, being a responsible purchaser and supporting local suppliers where feasible.
- Utilise the estate to develop a sense of community for our staff and students by maximising the use of the estate for staff and student events.
- Engage with our local communities to ensure our estate is an integral community resource through the exceptional facilities we offer. Provide access across our buildings for agreed community activities which are aligned to our values and objectives and provide local people with opportunities to develop in-demand skills, knowledge and hands-on experience to build a more inclusive and sustainable community.
- Provide opportunities for our students and community to enhance their learning, skills and construction and facilities sector knowledge by providing opportunities at the college and with partner contractors to gain work experience and placements.

DELIVERED THROUGH:

- TSCG Equality, Diversity and Inclusion (EDI) Strategy
- TSCG Employer and Community Responsive Strategy
- TSCG Estate Strategy

MONITORED BY:

- TSCG Resources Committee
- TSCG EDI Committee

IMPACT MEASURES:

- Estates related targets in EDI Strategy met or exceeded
- Number of businesses benefiting from college-based assets improved from baseline

