

## **NCG Subcontracting Strategy 2023 / 2024**

### **Background**

NCG is one of the UK's leading providers of education and training, consisting of seven colleges, with over 2,000 staff nationally, which makes us one of the largest not for profit training groups in the UK.

Our vision is to be the UK's leading college group recognised for our local impact, national influence and reach. Our mission is to enable social mobility and economic prosperity through education. We will do this through our six strategic objectives:

- Quality: Exceptional teaching, learner experience and outcomes.
- Curriculum: Innovative, relevant courses and qualifications.
- People: Ambitious and responsible educators, and leaders.
- Facilities: Outstanding digital and physical learning environments.
- Finance: Financial sustainability powering reinvestment.
- Reach: Impactful external engagement and civic commitment.

We have also determined the set of core values that we will expect our colleagues and key partners to adhere to.

We will value and empower our people by:

- Being both inclusive and diverse.
- Trusting and respecting our communities.
- Taking ownership whilst working collaboratively.
- Inspiring excellence and curiosity.

### **Our Approach to Partnerships and Subcontracting**

We believe that subcontracting should only take place where there is a clear strategic intent which complements our curriculum offer and reach. We will work collaboratively with value-added local and national partners, as necessary, to deliver a range of activities that include:

- Furthering specific local or national projects.
- Enabling students to progress – i.e., to increase their social mobility or economic prosperity.
- To share or enable a range of improvement activities.
- Through shared high-quality delivery of our educational contracts.

We expect the partners that form part of our delivery 'supply chain' to assist in the delivery of our vital work and deliver high quality standards.

We believe that by working together with like-minded organisations, we can impact positively in our communities by ensuring no lives are forgotten, making our environment cleaner and in assisting economic recovery.

Furthermore, we are committed to ensuring that our students, our staff and all of our stakeholders' study and work in environments that embed the principles and practices of equality, diversity, inclusion & belonging. We do not and will not tolerate racism or discrimination in any form.

We are dedicated to our mission in pursuit of social mobility, in an inclusive and diverse learning community, and we know that great organisations really listen to stakeholders without being defensive, distracted, or making excuses. We expect our Subcontractors to share the same ethos as we do to tackle racism and other forms of discrimination and prejudice.

### **Our Subcontracting Strategy**

Further education institutions in England are pivotal to delivering the local skills improvement plans. Each year, our curriculum will be designed to respond to the local skills improvement plans in each of our catchment areas. We will identify activities with clear curriculum intent, which we will procure and work with Subcontractors to deliver high quality provision on our behalf and which meet at least one of the following justifications:

- The activity enhances the opportunities available to the young people and adults, particularly where this also supports the development of our own direct delivery.
- The activity fills gaps in niche or expert provision or provides better access to training facilities where we cannot offer this ourselves.
- Where we need to enable better access to learners in a wider geography than our colleges can support.
- The activity offers an entry point to education for disadvantaged groups, particularly those who may not wish to study on a college campus.
- The activity supports individuals who share protected characteristics, where there might otherwise be gaps, or it addresses an equality, diversity issue in line with NCG Equality, Diversity, Inclusion and Belonging (EDIB) policy.

We will work with Subcontractors who will complement our existing provision and offer quality driven industry-recognised qualifications and services to support students and employers. We will prioritise any partnership that helps widen participation or tackles under-representation.

We do not believe that it is in the best interest of our students to procure the services of a broker to source Subcontractors or undertake subcontracting of any funding stream outside of our catchment areas, other than where we have existing long-term relationships in place to delivery adult education.