



# Trafford College Group

Estates Strategy 2021-2026

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## 1.0 Executive Summary

- 1.1 This document sets out the update to the Estates Strategy for the Trafford College Group (the Group). First prepared in 2018 following the merger between Trafford College and Stockport College, this latest Strategy now incorporates the estate of Cheadle and Marple College following the merger in May 2021. Since the preparation of the 2018 Strategy, the Group has made significant progress on the capital plans for the Stockport campus resulting in a renewal programme which has seen the overall condition and suitability of physical resources greatly improve whilst significantly rationalising floor space.
- 1.2 The Group's vision is to create a college for Trafford and Stockport that enables its learners to secure employment and progress in their careers and to be recognised within the region as a leading provider of training and skills in Greater Manchester. The Estates Strategy is critical to the delivery of this vision.
- 1.3 This Strategy recognises that:
- The Altrincham and Stretford campuses comprise excellent accommodation, although ongoing investment will be required to ensure physical resources are adequately maintained and aligned to the needs of the curriculum
  - A major capital investment programme is ongoing on the Stockport campus which upon completion will significantly improve the condition and suitability of the estate. Again, it is recognised that further investment is required on the Stockport campus to complete the renewal programme
  - The condition and suitability of resources on the Marple campus is generally good, subject to the implementation of ongoing maintenance works identified in the previous Condition Survey. Academic resources at Marple are also effectively utilised
  - Resources on the Cheadle campus are in need of investment / replacement to improve condition and suitability, whilst space efficiency is very low.
- 1.4 Therefore, this Strategy prioritises the investment requirements on the Cheadle campus in terms of the option appraisal process. The majority of the capital costs associated with the implementation of the preferred option to emerge from this Strategy will also be linked to investment on the Cheadle campus.
- 1.5 This Strategy seeks to support the Corporate and Curriculum Plans for the Group aimed at not only increasing income and enrolments but also creating a once-in-a-generation opportunity to transform the Group's delivery, improving outcomes for residents and employers. This Strategy forms an integral part of a wider intention that targets
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excellence in delivery of teaching and learning; a larger, more responsive offer to business and becoming a great place to work that attracts the very best teaching, learning and enabling staff.

1.6 The ability to respond continually to the changing needs of learners and employers in a dynamic labour market is a defining feature of high-quality learning and training providers. Through the investment in improving the estate, the Group will ensure that learners, employers and local communities are provided with an appropriate, responsive curriculum offer that meets local needs.

1.7 This Strategy will support the following objectives:

- To create a Group that will be regarded as one of the finest nationally in the FE Sector
- To enable the achievement of the Curriculum Plan for the Group
- To provide an inspirational learning environment comprising high quality accommodation to support the diversification into future education and skill needs including accommodating increased participation and the development of new areas of the curriculum.
- To provide accommodation and resources that are aligned to and deliver on current and future regional skills priorities.
- To support development and growth of provision that delivers on national skills priorities including T Levels, Higher Technical Qualifications, Adult Skills and SEND
- Significantly improve the physical condition and functional suitability of resources with particular reference to the Cheadle campus
- To reduce the amount of floor space on the Cheadle campus, bringing it in line with sector benchmarks and ensure academic resources are effectively utilised
- To provide learning environments that are accessible to all thus promoting equality of opportunity and that have Building Research Establishment Environmental Assessment Method ("BREEAM") ratings of either Very Good or Excellent
- To create a sustainable estate which is efficient to run whilst reducing energy consumption and carbon emissions, working towards Government's target of net zero by 2050
- To provide facilities for skills training that are in line with the requirements of local and regional employers
- To ensure that the Group maximises the use of the facilities now available
- To continue to strive to achieve and to maintain an estate compliant with health and safety requirements
- To ensure a safe and secure environment in light of emerging challenges
- To maintain a pro-active Planned Maintenance Programme for the Group's estate
- To continue to look for ways to maximise efficiency and keeping running costs controlled.

- 1.8 Due to the level of previous and current capital investment across much of the estate, the option appraisal process focused on the Cheadle campus where physical condition of the estate and poor levels of space efficiency highlight the need for investment since merger earlier in 2021. Options considered included the implications of no investment other than routine maintenance, retaining the campus and implementing either a mix of new build and refurbishment, complete new build, to relocating provision to the Stockport campus and disposing of Cheadle.
- 1.9 The preferred option to emerge from this Strategy seeks to maintain the presence on the existing Cheadle campus and carry out the following:
- Construct a new purpose-built facility on campus. The new facility should have a target GIFA of circa 6,300 m<sup>2</sup>.
  - Demolish all existing buildings
- 1.10 The estimated capital cost of the preferred option is **£26.9m**. As part of the project, the Group intends to package up part of the Cheadle campus for sale with proceeds from the sale being used to part-reimburse the DfE funding received for the new build programme. It is envisaged that, subject to planning and the outcome of a successful marketing campaign, circa £7.4m<sup>(1)</sup> (prior to fees, S016 costs and all other costs associated with the land disposal) could be realised from the sale. It is recognised that delivery of these ambitious plans will need 3<sup>rd</sup> party capital grant support. The Group therefore intends to seek financial support through Government's FE Capital Transformation Fund programme.

(1) Valuation based on JLL Valuation Advisory Report dated 04/2020

## 2.0 Overview of the Educational Landscape and Policy Context

### 2.1 College Strategic Plan and Corporate Objectives

- 2.1.1 The Trafford College Group as it stands today has been nearly 15 years in the making and follows three mergers. Following the most recent merger with Cheadle and Marple Sixth Form College in May 2021 the Trafford College Group is now a £45m institution serving the educational needs of young people, adults and businesses extensively across the boroughs of Stockport and Trafford.
- 2.1.2 The Group provides a broad curriculum offer, meeting the needs of many student groups across the local area and wider sub-region. This offer includes academic, adult education, apprenticeships, commercial programmes, higher education, and vocational / technical courses. Student numbers consist of around 5100 young people, over 4000 adults, around 1500 apprentices and over 500 higher education students.
- 2.1.3 The Group operates two main campus sites within the borough of Trafford. Provision is located at the Altrincham Campus (primarily 16-18 academic and vocational) and the Stretford Campus (16-18 technical, adult, apprenticeships and higher education). Delivery includes a large Foundation Learning provision and The Group operates an extensive community learning provision across the borough and a vibrant employability programme at the Trafford Centre.
- 2.1.4 The Group operates three main campus sites within the borough of Stockport. These consist of Stockport College (16-18 vocational / technical, adult, apprenticeships and higher education), The Cheadle College (16-18 academic / vocational and adult education) and Marple Sixth Form College (16-18 academic and vocational).
- 2.1.5 The drive to ensure a 'One College' approach in terms of the quality of service to learners and stakeholders, whilst recognising the importance of fostering a sense of belonging to place is underpinned through the Group structure, processes, and culture. We have high ambitions for the Group, for our staff and for our students, and we set the bar high in terms of student success and the quality of our educational offer. To achieve our high ambitions, we have developed purposefully as a 'learning college' and one that is highly resourceful and receptive to change. The development of our staff in terms of sharing good practice, carrying out action research and being innovative in the way we review our successes has been an integral part of our journey and will continue to be so. This is especially relevant and important to our current situation as we search for what the new 'normal' will look like post-COVID-19; with the current crisis

certainly accelerating digital transformation and new ways of working, as well as changing the composition of challenges that our students face now and in the future.

### **Strategic Priorities**

1. Providing high quality, responsive education and training for all our students enabling their success and supporting their progression
2. Establishing TCG as a sector leading employer so that our colleagues thrive and deliver the highest quality of education and experience to all our students and stakeholders.
3. Driving business recovery, renewal and productivity through transformational relationships with employers
4. Clearly defining and delivering our corporate social responsibility and civic duty as an anchor institution for our local communities.

### **Strategic Enablers**

1. Transforming our college estate to meet the skills and education needs of now and the future
2. Delivering our Digital Strategy to enhance learning and ways of working with highly effective use of technology
3. Ensuring good financial health, managed growth and value for money.

## **2.2 Local, Regional and National Skills Priorities**

### **Local Skills Priorities**

2.2.1 Across Trafford and Stockport, the following sectors of importance have been identified:

- Financial, Professional and Business Services
- Creative, Digital & Technology
- Life Sciences
- Advanced Manufacturing.

2.2.2 In the area of Advanced Manufacturing, opportunities present around low carbon and advanced materials as the government and consumers push industry to consider their carbon footprint. In addition, logistics and fulfilment centres are also in demand with the rise of e-commerce because of the pandemic.

- 2.2.3 The key focus areas for the Life Sciences include healthy aging, digital health, and diagnostics with drivers around connected healthcare, access to data, ageing populations/co-morbidities. Partnerships with home developers/housing providers and community groups are an opportunity while the availability of lab space is a challenge.
- 2.2.4 In the area of Creative, Digital & Technology there are opportunities in gaming and content creation as well as machine learning and automation, and e-commerce. The sector faces a skills challenge identifying 'new to industry' candidates (skills future pipeline) as well as the logistical challenge of securing the flexible office space that is of appeal to tech and digital companies.
- 2.2.5 The local Financial, Professional & Business Services sector will be influenced by the on-going work to establish Greater Manchester as a FinTech and Shared Services hub. As LawTech/InsureTech/RegTech catch up with FinTech, skills shortages and opportunities are both a challenge and opportunity.

### **Regional Skills Priorities**

- 2.2.6 Greater Manchester is the UK's largest city-based economy outside of London. It is a devolved city region with an ambitious strategy of making Greater Manchester one of the best places in the world. The Greater Manchester Strategy has several objectives that are particularly relevant to the context of the Trafford College Group. These include:
- Ensuring all schools and colleges are classed as "good" or "outstanding"
  - Providing a clear line of sight to education, skills and employment
  - Providing an entitlement to employability skills, including maths, English and digital
  - Improving adult entry to the labour market and sustained employment
  - Increasing the take-up of level 4 and 5 technical education
  - Increasing employer investment in workforce development and health.
- 2.2.7 Greater Manchester (GM) has strong employment sector presence in the areas of business and professional services, construction, creative and digital, health, hospitality and tourism, and manufacturing and advanced materials. The impact of COVID-19 on some of these areas has resulted in short-term consequences but a view that they will "bounce back" is prevalent.
- 2.2.8 Devolution has had an impact on education and skills in several ways. The Adult Education Budget (AEB) has been devolved to the Greater Manchester Combined Authority (GMCA) for the past two years. This has resulted in a number of flexibilities
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to support engagement and outcomes. GMCA also takes a leading role in the development of technical education, including the implementation of T Levels, supported by the Gatsby Foundation. The Mayor of GM has taken a particular interest and a lead across several initiatives including the development of a common careers and application platform for post-16 and free bus travel for 16-18-year-olds.

2.2.9 The changing landscape of employment, education and skills across GM has coincided with a more collaborative approach to working amongst the nine General Further Education Colleges that serve the city region. The Greater Manchester Colleges Group (GMCG) now works together across a number of themes including:

- Developing a joint approach to delivering some key elements of the Skills White Paper – particularly in relation to working with employers through the Strategic Development Fund (SDF)
- Working closely with the GMCA on the on-going implementation and delivery of the AEB and the development of the careers platform and common application system.
- Working collaboratively on technical education and in particular the implementation of T Levels across GM
- Sharing approaches to addressing mental health and wellbeing across our colleges
- Exploring a collaborative approach to working with the Greater Manchester Universities.

### **National Skills Priorities**

2.2.10 At a national level there is now a significant focus on the importance of further education and skills. In part, this is a reaction to the challenges thrown up by both BREXIT and COVID-19, as well as a realisation that more so-called traditional forms of education (A levels followed by Degree) are not always the answer to the skills we need in the future as well as the skills shortages we currently face. The sector is therefore seen as a crucial part of the government's "levelling up" agenda, and this has been reflected in the recent white paper "Skills for Jobs: Lifelong Learning for Opportunity and Growth" as well as the draft Skills and Education Bill announced in the May 2021 Queen's Speech.

2.2.11 Within this, there are five main areas of focus:

- Employer responsiveness
- Technical education
- Lifetime skills guarantee for adults
- Funding & accountability
- Outstanding teaching.

- 2.2.12 The focus on employers includes the development of Local Skills Improvement Plans ensuring that provision meets the needs of local businesses and the economy. Existing programmes such as Apprenticeships and Traineeships will still form a major part of the offer for employers.
- 2.2.13 The focus on technical education includes the roll out of the new T Levels, which TCG will start delivering from 2021 in the areas of Construction, Computing and Education, to be followed with Business, Engineering and Health. The new Higher Technical Qualifications (HTQs) at levels 4 and 5 will then follow a similar national rollout programme and will form a key part of the TCG offer as this develops.
- 2.2.14 The focus on adult education is aimed to improve entry to the labour market and increase upskilling opportunities through the lifetime skills guarantee and more flexibility around funding level 3 adult qualifications.
- 2.2.15 Finally, the focus on outstanding teachers reflects the challenge of attracting talent to such a complex and diverse sector.

## 2.3 Responding to Local Skills Needs

- 2.3.1 The local authority areas of Stockport and Trafford are the most prosperous of the Greater Manchester city region. Yet within them they contain some stark inequalities between different local wards and challenges around economic wellbeing. Given the nature of the selective education system that still operates in Trafford, and the highly competitive landscape in Stockport; many students who enrol with the Group are from more disadvantaged backgrounds and have in some cases not benefited from their previous educational experiences as much as they should. In addition, many students who have achieved well at key stage 4 join the Trafford College Group as their first-choice provider, rather than electing to enrol at a local school sixth form or another college.
- 2.3.2 This context drives our mandate of being a truly inclusive college. Within Trafford, the Group works closely with the local council as part of the Trafford Partnership. This includes key involvement in matters relating to education, skills, employment and inclusion. In addition, the Group operates a leading role as part of the Trafford Partnership's Recovery and Renewal Plan in response to COVID-19. This plan is focused on the four priorities of Business Recovery, Employment & Skills, Community and Children & Young People. The relationship with Stockport Council is strong and the Group is a key partner within the new proposed One Stockport Borough Plan,

developed within the context of current and future challenges and opportunities for a borough with great potential.

- 2.3.3 Following the most recent merger the Group has developed an estates solution for the Cheadle campus which is aligned to the aims and objectives within the new Stockport Borough Plan and follows consultation with senior officers from the local authority. The Group is a key stakeholder in the development and implementation of the Stockport Borough plan and the preferred Cheadle scheme links to a number of key priorities included in the plan.
- 2.3.4 There is a borough wide recognition that Stockport's economy will need to grow and have the right mix of skills and qualifications to support businesses. Stockport has been going through a radical transformation, with key development projects such as Stockport Exchange resulting in new businesses locating within the town due to excellent connectivity to London and Manchester and preferential business rates. With the growth of businesses within the town comes an increased need for local skills and talent. However, there is also an acknowledgement that Covid-19 has had an impact on economic growth and the labour market. With this, comes a need to support communities improve their skills and return to work or retrain to secure long-term employment.
- 2.3.5 The Cheadle project will support delivery of this borough plan priority through the following:
- Significantly improving the opportunity for lifelong learning through the increase in the adult skills offer, particularly at Level 3 and above – supporting individuals to re-enter the labour market or improve their skills and capabilities within existing employment roles
  - Developing a high-quality technical education offer at Levels 3, 4 and 5 aligned to key sector priority areas for the borough and with a clear line of sight to the growing number of employment opportunities as part of the town's radical transformation programme
  - Delivery of a broad offer for students with SEND, supporting independent living and progression into higher levels of vocational study and employment.
- 2.3.6 Ensuring a high-quality local offer is in place within the Cheadle area to support the borough plan objective of reduced numbers of young people not in education, employment, or training.

## 2.4 College Curriculum Planning

2.4.1 Due to past investment across much of the Group's estate and a well-established or clearly defined curriculum offer, the focus of this sub-section of Strategy is on the curriculum planning process for the Cheadle campus. The capital investment to emerge from this strategy needs to ensure that there is a sustainable, as well as broad and balanced curriculum offer serving the needs of young people and adult learners in the Cheadle district and surrounding areas. The three main categories of students that are served by our project are: young people, students with High Needs and adult learners.

### **Young People**

2.4.3 Specifically, the offer consists of the following for young people:

- Implementation of T Levels to ensure a high-quality technical education offer in the areas of Digital, Education, Health, Healthcare Science, Science, Accounting, Finance, Management & Administration and Legal Services
- Introduction of the Transition Programme to support clear progression routes into T Level subjects
- An inclusive and high-quality academic offer providing clear progression routes into higher education
- Development of a full-time GCSE re-sit offer for young people who wish to improve their outcomes following lack of achievement at key stage 4.

2.4.4 The project will enable us to provide high quality accommodation and resources for young people, who are not currently well-served by the poor condition of the estate. In particular, the project will support development of specialist learning spaces for academic and vocational students.

2.4.5 This will include the development and growth of subjects that attract the high value courses premium (HVCP), specifically sciences, mathematics (and associated subjects) and computer science. The current condition of accommodation and resources is a barrier to high-quality delivery of these subjects.

### **High Needs**

2.4.6 A key part of the offer for young people is the provision for students with High Needs. The current building condition is a barrier to both growth and quality. The project will enable us to deliver this provision with high-quality accommodation and resources for

learners. The project will enable us to develop and grow this provision further to meet local need. The provision consists of:

- Foundation vocational learning pathways at Entry Level 2 and 3, enabling progression into higher levels of learning and / or employment
- Independent Living provision at Entry Level 1
- Supported Internship programmes delivered in partnership with employers and Pure Innovations.

### **Adult Education**

2.4.7 In addition, the project will enable growth and extended reach of adult education, supporting the ambitions as set out as part of the flexible lifetime skills guarantee. Specifically, this will consist of the following:

- Growth of technical and professional adult education courses at Level 3 to support re-entry to the labour market or career progression within existing employment
- Clear progression routes into Level 4 and 5 Higher Technical Qualifications, which will be delivered at the site in alignment with the subject offer across T Levels
- Development of flexible delivery models for adults, including the use of high-quality blended learning
- Delivery of a range of adult community-based courses to support upskilling, wellbeing and delivering on local priorities such as reducing isolation and “ageing well.”

2.4.8 The current building condition is a barrier to providing high quality education, particularly technical education at Levels 4 and 5; as well as being a barrier to providing innovative and flexible blended learning solutions to meet the complex lives of adult learners.

## **2.5 Sustainability and the Net Zero Carbon Agenda**

2.5.1 At the Trafford College Group we recognise the world faces a climate emergency and that as an education provider, employer and anchor institution for our local communities we will need to play a pivotal role to affect change. Climate action will require significant changes to the ways in which we function and to the businesses and industries we support, with traditional jobs and roles disappearing whilst new ones are created. National student surveys overwhelmingly show that this is the most important issue affecting their future and our young people are demanding action. We have a significant opportunity therefore, to build upon the energy of our students and close ties to our local and regional communities to reduce our environmental impact in

innovative ways. A green thread needs to weave through whole college strategies from estates and governance to curriculum planning to address the crisis.

- 2.5.2 As a reflection on this, a key strategic aim for us is to clearly define and deliver our corporate social responsibility and we are developing a comprehensive and inclusive strategy to achieve this. We recognise that, in the past, sustainability and environmental targets were viewed as being primarily an 'estates' responsibility. With recent research finding, for example, that nationally less than 1% of students are currently on a course with broad coverage of climate education and that reaching net zero emissions by 2050 is likely to fail without making education on climate change and sustainability part of all study courses, it is evident that having such a narrow perspective on sustainability is flawed. Whilst it must, therefore, form part of an overarching strategy that extends far beyond estates management, delivering a sustainable estate and working towards a net zero ambition as part of our estates practices remains integral.
- 2.5.3 Through building design and working practices, therefore, the Group is committed to contributing to the delivery of sustainable communities through the delivery of environmental objectives which support a net zero campus and building resilience to environmental change. The Group will develop and implement actions to help achieve net zero and biodiversity challenges to support the Government's Net Zero Strategy and which are consistent with the ambitions of The Climate Commission for UK Higher and Further Education, GMCA's Five-Year Environment Plan and 'The Green College Commitment' report, published by the AoC. Wherever possible, the Group will look to make use of any additional future opportunities for 'green' investment provided by the Government to sustainably transform the college estate and help achieve ambitious carbon reduction targets.
- 2.5.4 Throughout the duration of this strategy we will monitor our progress and set targets against the framework of the FE Climate Action Road Map. This roadmap includes three 'levels' of colleges from 'emerging' to 'leading'. Whilst previous actions including 100% recycling, achieving BREEAM standards in building design, reducing the use of single use plastics and achieving the ISSO 14001 accreditation have provided a solid foundation already with much of the 'emerging' targets achieved we are committed to achieving the status of be a 'leading' college and a model to others on sustainability by the completion of this strategy.
- 2.5.5 The delivery of the Cheadle project presents an excellent opportunity for TCG to ensure we put sustainability at the forefront of our estates strategy and make a significant contribution to the Net Zero agenda. We recognise that the deficiencies of the current estate do not support Net Zero requirements and therefore the 'do minimum' option also fails. We have, therefore, challenged ourselves to ensure that the building design for the preferred option meets the Government's targets for sustainability and Climate

Change, including Government's net zero carbon emissions by 2050 target, as set out in the Climate Change Act 2018.

2.5.6 Set out below are the headline points included in the design for the preferred option:

- Improve space efficiency and estate rationalisation.
- Reduce energy demand – Take a fabric first, lean mean and green approach, Improvement in U values, better glazing specifications, tighter infiltration/ventilation towards Passive Haus principles.
- Optimise energy efficiency – Utilise current energy reducing methods
- Deliver fossil fuel free heat – Use electric high COP equipment (ASHP)
- Generate on-site renewable energy – Use Photo Voltic's
- Consider the site wide micro-climate – Use / modify the local bio climate to benefit the development.
- Reduce overheating risk by increasing ventilation effectiveness – Use mixed mode ventilation operating on a continuous basis.
- Green infrastructure and biodiversity – Introduce green infrastructure, and biodiversity to better the development environment.
- Reduce flood risk by managing surface water run off - To mitigate the risk of sewer flooding, the drainage from the development the site will need to meet Greenfield run off rates such that there is no increase on the existing condition.
- Responsive to future development - Spaces and rooms which do not have comfort cooling could also become increasing less comfortable in summer. Ideally retrofitting cooling should be avoided and passive measures are to be designed in now, to mitigate increase external temperatures.
- There is evidence that the climate is changing - as the building transitions through its life, it will need to adapt and be flexible to suit the needs of the time.
- Design to be based on BREEAM Excellent

### 3.0 Evaluation of the Existing Estate

### 3.1 Description of the Existing Estate

3.1.1 The Group's estate has grown significantly over the last 3 years as a result of the merger with Stockport College (2018) and more recently Cheadle and Marple College (May 2021). From the original bases of Altrincham and Stretford, the estate now extends eastwards across south Manchester into the conurbation of Stockport. The Stockport College campus itself is located directly off the A6 close to the town centre. The College also leases facilities at the Woodley Sports Ground (Stockport Sports Village). 3.5 miles to the west of the Stockport town centre campus is the Cheadle campus. Finally, the Marple campus can be found further to the east of the borough approximately 4.6 miles from the Stockport campus / 9 miles from the Cheadle campus. Following the most recent merger, the Group also owns playing fields located off Wood Lane, Marple. The proceeding paragraphs provide an overview of the buildings occupying each campus whilst table 1 overleaf highlights the size of each building and overall condition / suitability rating.

#### ***Altrincham Campus***

3.1.2 The majority of the estate is based at the Manchester Road site in West Timperley, Altrincham. The site is surrounded by mainly industrial, retail, residential and commercial buildings and has benefitted from considerable investment in the past decade in line with the "Masterplan" – Property Strategy provided in 2003 and subsequent updates. The investment has been mainly new build with some refurbishment to existing buildings.

3.1.3 Ray Holden Building - comprises three stories and benefitted from a £1.5 million refurbishment programme in 2008 / 2009 spread over two phases. The first of these phases comprised mainly ground floor modifications while the second phase was concerned with the first and second floors. The expansion of the facilities included a new Nail Bar, Beauty Therapy Suites, and fitting out of a new Spa. The Ray Holden Building, though in very good condition, is the oldest building on the Altrincham site (now 24 years old) and over the next 5-years will require more regular and closer monitoring of its condition.

3.1.4 Sports Barn - provides a high-quality sports hall, fitness suite and changing accommodation. Accessibility is generally good and the building benefits from an appropriate amount of daylight for sporting needs. The building is finished with facing brick under a shallow pitched steel-clad roof. The roof covering is in good condition but will require routine inspections and maintenance in the medium to long term. The

external brickwork is in good condition with only minor repairs anticipated over the next 5 years. Rendered panels are in good condition with only redecoration anticipated in the medium term. The general condition of the internal spaces including the sports hall and toilets/changing facilities, as well as the gym on the upper floor are such that they will all need a programme of refurbishment in the near future. It is anticipated that this will be financed through capital budget during the course of this accommodation strategy. The need for the sports hall to be used for events other than sports highlights the fact that the heating is inadequate for such functions and this will therefore need to be upgraded at some stage, possibly as part of a future refurbishment in a subsequent accommodation strategy. The general condition will however continue to be monitored over the life of this Strategy. With regards to the astro turf sports pitch, due to the need for urgent repair and low utilisation the decision was taken to stop using this facility in 2019. The Group is therefore seeking to dispose of this site along with the surplus overflow car park. Any proceeds from the disposal will then be re-invested into the Trafford estate.

- 3.1.5 Hospitality Building - this 3-storey building is constructed of a steel frame with a flat roof and provides teaching and restaurant facilities for the Hospitality provision and Aspire Restaurant respectively. At the ground floor level is the Café Retreat facility, which serves all students and staff at the Centre. The building elevations are of facing brickwork and glazed curtain walling. Since the construction of the building, a further development project was undertaken in October 2017 resulting in a second training kitchen, the Group obtained a £100,000 grant from Savoy Projects, to fund this development following its winning bid in the competition between similar establishments. Externally the rubberised single ply roof covering, gutters, brickwork, rendered panels; pre-coated metal panels were all reported to be in good condition by the 10-year Maintenance Survey produced in 2008. However, in the years since there has been some deterioration to small, isolated sections of the roof, which has resulted in a couple of leaks due to water penetration following heavy rains. Both pre-coated aluminium window frames and external doors were also found to be in good condition though some metal faceplates to localised external doors were found to be suffering from surface corrosion. Wear and tear manifested itself in the Training Kitchen equipment 4-years ago and led to the replacement of the kitchen ventilation system. A capital investment of approximately £50k has been allocated for the refurbishment of this vital facility. Internally all painted plastered ceilings tiled suspended ceilings and plastered walls are in good condition, as are the vinyl sheet flooring throughout.
- 3.1.6 Creative Arts Block - a 3 storey steel framed building having a single ply rubberised flat roof. The elevations of the building are finished in timber boarding fixed between the exposed elements and the structural frame. Teaching facilities are provided on all three floors. The external timber cladding is designed to weather over time, but some slight staining is apparent. That said, the 10-year maintenance survey carried out in 2008 reported that externally Brise Soleil shading louvres, window frames, aluminium framed

curtain walling, aluminium powder coated doors and frames were all found to be in good condition. In the years since the maintenance survey, the timber cladding has weathered more thoroughly and evenly. Internally suspended ceilings, soffits, plastered walls, doors and general finishes are in good condition. Some maintenance issues have arisen, but these concerned some isolated cases of cracked tiles, localised carpet and rubber floor wear and staining, and some wear to barrier matting. The roof of the building has suffered from rain penetration in a couple of isolated spots, which have necessitated some recent roof leak repairs.

- 3.1.7 Library Building and Atrium - the buildings are constructed of a steel frame coated with factory applied intumescent paint traditionally bolted to pile caps. The ground floor slab is 300mm RC35 cast in situ concrete laid over a DPM and gas membrane. The external walls to clearstorey level are traditional construction i.e. 140mm lightweight block with partial cavity fill (Celotex rigid Class O rated insulation) and an external skin of brick. The upper levels are constructed from a lightweight, very thermally efficient build-up of mild steel secondary framing, spanning slab to slab sheathed with a non-combustible building board. Bonded to this board is a breather membrane (Tyvek Reflex) and over 100mm class O rigid insulation. The external skin is a through silicon render system. All windows are aluminium double-glazed units. The first phase of these 2- linked buildings was the New Library building, which was completed in October 2009 to provide a new Library and Learning Resource Centre, a new suite for the Executive Leadership Team and a new Teaching Block over 2-floors. The teaching block offers a total of 10 classrooms and 15 I.T. teaching rooms. The final phase of the new development, which was completed and occupied in February 2011, delivered a 3-storey teaching block with a central Atrium and is hence to be known as the Atrium block. The total floor area of this block is 4,880 m<sup>2</sup> and compliments the 3,715 m<sup>2</sup> of the Library Building. The condition of the roofs of these 2-buildings became a cause for some concern despite the relatively short life span. Both of these presented some defects, which were the subject of discussions and negotiations between the College and the contractor. Fortunately, an extensive programme of repairs was undertaken by the contractor during summer 2017 and this has now resulted in the condition of the roofs being much improved. However, one other observation is that with the buildings now reaching 12 and 10 years old, respectively the external rendering to the elevations has started to show signs of discolouration and will need some treatment in the form of a chemical clean in the near future. This will be monitored during the period of the accommodation strategy.

### ***Stretford Campus***

- 3.1.8 Located approximately 5 miles from the Altrincham campus on Talbot Road, Stretford, Manchester with the vehicular entrance being off Great Stone Road, the Stretford campus is in an area, which includes Commercial and Residential property. It is situated

opposite the Lancashire County Cricket ground at Old Trafford, as well as being near to Trafford Town Hall, Stretford. Formerly known as the STEM Centre it was the subject of significant redevelopment programme aimed at rationalising the Estate by reducing the number of sites down to two. This involved the construction of a new extension and full adaptation and refurbishment of the building. Upon its completion in March 2014, the provision of accommodation provided has a GIFA of 12,900 m<sup>2</sup>; the campus accommodates Science, Engineering, Motor Vehicle and IT. The programme of redevelopment described earlier culminated in a building, which was commended by the Skills Funding Agency following the Post Project Review, for achieving good value for the investment made. However, the nature of this building is such that the roof comprises a number of different forms of construction including both hipped and flat areas over the extensive footprint. This varying range of finishes from tiling to felt, in turn means that the funds were not available during the redevelopment project for a complete roof refurbishment. Several areas of the existing roof were therefore repaired and not replaced, and it therefore requires an ongoing programme of annual maintenance to deal with persistent leaks. The existing drainage network also was found to be generally undersized by current standards and could not easily be increased. The building is therefore prone to experiencing flooding of the Basement floor during heavy downpour of rain when the volume of surface water overwhelms the drains. This is managed year on year by reactive maintenance but will ultimately require a programme of investment to achieve a preventative solution. Whilst it is anticipated that more fundamental work will be undertaken following the completion of the accommodation strategy, it will continue to be monitored during the next three years.

### ***Stockport Campus***

- 3.1.9 The Wellington Road campus is located on a single site just outside of Stockport town centre. Prior to merger, in order to support Stockport College's financial position, a portion of the Town Centre campus was sold to the Homes & Communities Agency (now Homes England) in March 2016 with a leaseback arrangement subsequently being agreed for the Lyme Centre and Vernon Centre. However, the buildings, which were sold off, were re-purchased in April 2018. The buildings at the south end of the site - the Whitworth, Bakewell and Gallery remained part of the estate, with Stockport College owning the freehold interest in these buildings, with the exception of a small portion of land leased from Stockport Metropolitan Borough Council (SMBC).
- 3.1.10 Vernon Centre - is a five-storey tower with a two-storey art facility extending at right angles from it. This building has recently been refurbished as part of the Campus Redevelopment project

- 3.1.11 The Whitworth Centre and Bakewell Buildings – until recently were the newest buildings (completed between 2009 and 2010 respectively) on campus and are located at the southern end of the site. These buildings are constructed using a steel frame with concrete slab floor and clad externally with zinc with expanded foam insulation. The environment within these buildings are controlled by a building management system, which also operates the access control system. A digitally addressable lighting system is also installed throughout these buildings. The Whitworth Building is category B and houses specialist construction trade workshops for carpentry / joinery, painting and decoration, engineering and plumbing/gas courses. All the workshops are equipped with modern, trade related machinery. The Bakewell Building is category B and contains workshops for automotive engineering, plastering and brickwork trades along with a five-storey tower block with classroom and staff accommodation. All workshops and classrooms contain modern trade machinery, equipment and facilities.
- 3.1.12 Gallery Block - is a single storey building in the same style as the Whitworth and Bakewell buildings and is graded as category B. This building has recently been remodelled to provide a refectory for students and staff.
- 3.1.13 University Centre - this building has been disposed of as part of the redevelopment of the campus.
- 3.1.14 Lyme Building - is the oldest of the buildings (constructed in the 1960s) and is a concrete frame construction with concrete floors and comprises two buildings: Lyme Centre and Lyme Tower. Lyme Centre has been disposed of as part of the redevelopment project. Lyme Tower remains in the College's ownership but is currently mothballed due to its extremely poor condition following partial demolition and asbestos removal.
- 3.1.15 Following the merger of Trafford & Stockport Colleges, the Group received funding from the GMCA and DfE to redevelop the campus. The redevelopment comprised the disposal of the Torkington, Lyme Centre, Greek Street and University Centre buildings to a private developer; the refurbishment of Vernon Tower; the construction of a new arts building on the site of the former Vernon Arts building; and the construction of a new mixed-teaching block of c. 3,000m<sup>2</sup> on the site of the demolished multi-purpose hall and theatre building. The first phase (Vernon Tower & Arts) was completed in summer 2021 and the second phase will be completed in December 2022.
- 3.1.16 Woodley Sports Grounds – the College leases sports facilities from Life Leisure Ltd at the Stockport Sports Village.

### ***Marple Campus***

- 3.1.17 The main Marple site is located on Buxton Lane approximately 0.5 miles from the centre of Marple surrounded by mature residential properties. The Marple site includes open greenspace to the north west. At the heart of the campus is the main four storey teaching block, constructed of brickwork and reinforced concrete. To the north west of this building are a collection of compact two storey brick buildings as well as a more recent sports hall structure. The buildings are arranged in a cohesive configuration, presenting an inviting and well-organised campus. This impression is reinforced by the obvious and well considered investment of the site over a number of years. Buildings have been upgraded in a planned manner, ensuring the overall fabric of the estate is in good order. Whilst there are some elements of infrastructure of Marple which will require further investment, the overall estate is in good order, providing a valuable canvas for ongoing preservation of teaching commitments at the site. The isolated geographical location of the campus to the east of Stockport and south east of Manchester city centre, also makes a strong case for the value and long-term viability of the Marple site.
- 3.1.18 At Marple, the condition of the buildings also supports the long-term sustainability of the overall estate, ensuring the current configuration can continue to meet curriculum requirements with modest investment for routine maintenance items.

### ***Cheadle Campus***

- 3.1.19 Located approximately 9 miles away, the Cheadle campus (located off Cheadle Road approximately 1 mile from the centre of Cheadle and 2 miles from the centre of Cheadle Hulme), is the larger of the two former Cheadle and Marple Sixth Form College campuses and comprises a large collection of buildings of varying ages spread across a substantial campus. This sprawling conglomeration includes buildings dating from the late 1950s / early 1960s through to more recent additions. Nestled in the affluent South Manchester suburb of Cheadle Hulme, the campus is surrounded by mature low-rise residential properties. The site incorporates open playing fields to the west as well as dedicated car parking adjacent to Cheadle Road. Cheadle College occupies a prominent position by virtue of the curvature of Cheadle Road and the generous scale of the surrounding streetscape.
- 3.1.20 The majority of the existing buildings comprise of the former Cheadle County Grammar School for Girls most of which date from 1956. Part of the site adjacent to the housing off Cheadle Road also housed the former Moseley Grammar School for Boys. This became the College's Moseley Building and was demolished in 2001 due to significant structural defects. It was replaced by a new Sports Hall and Reception block. The buildings are generally of two storeys with some single storey areas, and double height

spaces such as the Sports Hall and Student Centre. The developed area is generally level, the only significant change in level at Ground floor being between the ICT Centre and Library blocks. Apart from the main Reception and Sports Hall block, all other buildings are interconnected.

- 3.1.21 The condition of the existing buildings at Cheadle varies significantly with many of the original structures to the south requiring significant maintenance and refurbishment to preserve the status quo of this part of the estate. Substantial investment would be a pre-requisite to upgrade a substantial percentage of the buildings at Cheadle. However, this observation must be set in the context of the overall arrangement of the existing campus. The fragmented and circuitous configuration of the current accommodation ultimately limits the efficiency, quality and provenance of the existing arrangement, irrespective of potential maintenance investment.

## 3.2 Physical Condition and Functional Suitability of the Group's Building Stock

- 3.2.1 The Group has always been proactive in ensuring that the condition of physical resources and the functional suitability of both academic and support facilities are excellent / good. This is reflected in the condition of resources at the Altrincham, Stretford and Stockport campuses. In line with Government strategy, the Group has sought to remove condition C / D space from the estate either through replacement or refurbishment where it could be demonstrated that this would be an acceptable solution. This approach has resulted in an estate which largely comprises of condition A / B floor space (taking account of the ongoing investment programme on the Stockport campus). Table 1 overleaf provides an overview of building condition / functional suitability which in turn has influenced the decision-making process for capital investment over the life of this Strategy. Key points to emerge from this evaluation highlights:

1. Although not explored in detail given the strategic nature of the Strategy, there will be ongoing investment needs across the Group estate to ensure building condition is maintained / enhanced where necessary whilst ensuring academic and support resources are aligned to the needs of the curriculum and configured / equipped to meet industry requirements, whilst also supporting the needs of learners and staff. Examples of these investment requirements include
  - a. Upgrades to the Sports Barn on the Altrincham campus with specific reference to the gymnasium
  - b. Upgrades to the kitchens in the Hospitality Building on the Altrincham campus whilst increasing the capacity of Café Retreat
  - c. Site-wide BMS system on the Stockport campus
  - d. Ongoing maintenance works / upgrades at the Marple campus (reference AA Projects' Condition Survey 2019)

2. Reconfiguration of Bakewell Building on the Stockport campus with the aim of re-aligning academic resources to curriculum needs and in turn improving room utilisation
3. Introduction of new accommodation for T Levels and improved adult accommodation at Stockport campus
4. The physical condition / functional suitability of resources on the Cheadle campus highlight the need for considerable capital investment to ensure parity across the Group's estate. Floor space analysis (paragraph 3.3) also highlights that the Cheadle campus sits above the FE sector benchmark in terms of space efficiency meaning rationalisation should be integral to any future capital investment (along with a need to improve the utilisation of academic resources).

**Table 1: Physical Condition and Functional Suitability of the Estate**

Building	GIFA (m <sup>2</sup> )	Overall Physical Condition <sup>1</sup>	Overall Functional Suitability <sup>2</sup>	Comments
<b>Altrincham Campus</b>				
Ray Holden Building	2,477	B	B	Constructed 1997. Utilisation at time of last survey (38%)
Sports Barn	1,114	B	B	Constructed 1998
Hospitality Building	2,608	B	B	Constructed 2003. Utilisation 39%
Creative Arts Building	1,983	B	B	Constructed 2005. Utilisation 41%
New Library Building	3,715	B	B	Phased completion October 2009 / August 2010. Utilisation 46%
New Atrium Building	4,880	B	A	Constructed 2011. Utilisation 57%
<b>Altrincham Campus Sub Total</b>	<b>16,777</b>			
<b>Stretford Campus</b>				
Main Building	12,900	B	B	Constructed 1940s with major redevelopment and new build extensions. Utilisation 38%

<sup>1</sup>A – 'As New (typically build in the last 5 years or undergone major capital investment)'; B – 'Sound' (operationally safe and displaying only minor deterioration); C – 'Satisfactory' (where replacement or major repair required in the short to medium-term (3-5 years)); D – 'Unsatisfactory' (space at serious risk of major failure or breakdown)

<sup>2</sup>I 'Excellent' (very well suited to intended use); II – 'Good' (considered to be suitable with only minor weaknesses); III – 'Acceptable' (less than ideal but disadvantages are judged to serious enough to create a real problem or capable of being rectified using current resources); IV – 'Unacceptable' (disadvantages are such that use is possible only at excessive cost or with extreme difficulty)

Building	GIFA (m <sup>2</sup> )	Overall Physical Condition <sup>1</sup>	Overall Functional Suitability <sup>2</sup>	Comments
<b>Stretford Campus Sub Total</b>	<b>12,900</b>			
<b>Stockport Campus</b>				
Lyme Centre	N/A	N/A	N/A	Building sold to private developer. GIFA excluded from condition assessment / floor space analysis because this strategy has been established before the preparation of this Strategy
Lyme Tower	N/A	N/A	N/A	Building mothballed / unusable due to asbestos & structural issues. GIFA excluded from condition assessment / floor space analysis because this strategy has been established before the preparation of this Strategy
Vernon Tower	3,131	B	B	Building comprises 278 m <sup>2</sup> of condition A space
Vernon Workshop	2,806	B	B	Building 380 m <sup>2</sup> of condition A space
New Build general teaching block	3,000	A	A	Part funded by GMCA, new facilities when completed will form part of wider post-merger renewal programme
Bakewell Building	4,127	B	B	Incorporates Building C. Constructed 2010
Whitworth Building	4,738	B	B	Constructed 2009
Sports Ground Woodley	N/A	N/A	N/A	College leases facilities at Stockport Sports Village. Resources utilised for the delivery of some elements of sports and public services provision

Building	GIFA (m <sup>2</sup> )	Overall Physical Condition <sup>1</sup>	Overall Functional Suitability <sup>2</sup>	Comments
<b>Stockport Campus Sub Total</b>	<b>17,802<sup>3</sup></b>			Excludes leasehold premises
<b>Cheadle Campus</b>				
Reception Block / Sports Hall / Main Building	9,010	C	C	Buildings interlinked
<b>Cheadle Campus Sub Total</b>	<b>9,010</b>			
<b>Marple Campus</b>				
Main Building	4,422	B	B	Constructed in 1960s and subsequently subject to phased refurbishment programme. Building originally Marple County Secondary School for Girls
Sports Block	1,214	A	A	Constructed in 2016 utilising proceeds from sale of the former Hibbert Lane campus. At the same time all provision consolidated onto Buxton Lane campus
<b>Marple Campus Sub Total</b>	<b>5,636</b>			
<b>Wood Lane</b>	N/A	N/A	N/A	Sports pitches shared with local rugby and football clubs via licence agreements
<b>Cheadle &amp; Marple Campus Sub Total</b>	<b>14,646</b>			
<b>Trafford College Group Total</b>	<b>62,125</b>			

<sup>3</sup> Excludes Lyme Centre which is earmarked for disposal as part of already established capital strategy for the Stockport campus

- 3.2.2 Table 2 below provides a summary of the Group estate by condition category. This highlights the need to upgrade / replace 14% of floor space, all of which is located on the Cheadle campus. The remaining buildings are classified as condition A / B which is in line with one of this Strategy's key objectives and Government strategy for the FE estate. However, it will be important to ensure that sufficient funding is made available over the life of this Strategy and beyond to maintain building condition.

**Table 2: Building Physical Condition Summary<sup>4</sup>**

	Condition Category			
	A	B	C	D
Floor Area (m <sup>2</sup> )	4,214	48,901	9,010	-
% of the Estate	7	79	14	-

### 3.3 Floor Space Analysis

- 3.3.1 Another key objective of this Strategy relates to space efficiency which seeks to (a) align the GIFA of each campus with FE sector benchmarks (where practical) (m<sup>2</sup> per Planned Average Attendance (PAA)), and (b) improve the utilisation of academic resources. This will be achieved through growth (where no major capital investment is planned) or through a combination of growth and rationalisation of floor space (reference Cheadle campus). As well as targeting sector benchmarks, an efficient estate will also reduce running costs and CO<sub>2</sub> emissions thus supporting the Group's Sustainability Strategy and Government's 2050 net zero carbon agenda<sup>5</sup>.
- 3.3.2 For the purpose of preparing this Strategy, the floor space analysis has focused on the campuses acquired through merger since 2018. Space efficiency on the Altrincham and Stretford campuses has been good for a number of years, although the Group will continually seek to make improvements. As both of these campuses have witnessed significant capital investment and no major changes are planned over the life of this Strategy, analysis of floor space has been excluded at the present time. Furthermore, the travel to learn patterns dictate that each campus has to be assessed on its own merits i.e. travel between campuses to access provision is not a viable proposition for the majority of learners due to inadequate transport links.
- 3.3.3 The methodology adopted for the purpose of this analysis is consistent with the Department for Education's FE Capital Transformation Fund programme. In order to ensure that the theoretical floor space analysis is realistic and reflective of the

<sup>4</sup> Excludes leasehold premises

<sup>5</sup> Reference Climate action roadmap for FE Colleges, June 2020

curriculum mix, the Schedule of Accommodation (SoA) template rather than EUT has been utilised. Table 3 sets out the results from this analysis which has in turn informed the option appraisal process and in part driven the need for capital investment.

**Table 3: Floor Space Assessment by Campus**

Campus	Existing Area (m <sup>2</sup> )	Theoretical Requirement (m <sup>2</sup> )	Variation from Theoretical (m <sup>2</sup> )	% Variation from Theoretical
Stockport	17,802	16,250	1,552	8.7
Cheadle	9,010	6,319	2,691	30
Marple	5,636	4,854	782	13.9

3.3.4 In summary, the floor space analysis highlights the following:

- The theoretical model suggests that the Marple campus is over spaced. However, the percentage and actual amount is low. Furthermore, as the campus only comprises two buildings, it would be very difficult to rationalise floor space without major investment and the buildings are in a good condition. The sports hall is also a large proportion of the campus floor space which has a negative impact on space efficiency and the ability to adhere precisely to the sector benchmark
- The theoretical model also suggests that the Stockport campus is over spaced. However, as with Marple, the percentage is relatively low and with recent capital investment, it is envisaged that future growth will bridge this gap
- The Cheadle campus houses too much accommodation compared with the theoretical space model. The percentage and actual floor space is much higher than the at the other two campuses meaning that the focus of any future rationalisation plans should be on the Cheadle campus
- The geographical spread of the Group's estate (17 miles from the Altrincham campus to Marple) means that although back-office support functions are largely delivered from Altrincham, there is a duplication of many resources which in turn has an impact on space efficiency. Another factor which impacts on space efficiency relates to fact that there are 3 sports halls across the estate – Altrincham, Cheadle and Marple. In total, these facilities make up approximately 5% of the entire estate.

## 4.0 SWOT Analysis

- 4.1.1 In order to ensure that all major capital investment requirements are identified, and the adopted preferred option is the most appropriate solution, it is important to highlight the key themes to emerge from the previous sections of this Strategy from the investment requirements which will enable the Group to fulfil strategic ambitions and support the needs of employers to addressing issues associated with the existing estate, whilst maximising opportunities. Table 4 overleaf provides a summary of the SWOT analysis.

**Table 4: SWOT Analysis**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• A high proportion (86%) of the estate is classified as condition A / B</li> <li>• Excellent functional suitability of a large proportion of general and specialist teaching resources</li> <li>• Ongoing investment on the Stockport campus following merger in 2018 is a demonstration of the Group's ability to formulate and deliver large, complex capital projects</li> <li>• Financial stability of the Group – ability to match fund 3<sup>rd</sup> party capital grant support when the opportunities to bid for funding arises</li> <li>• Location of the Cheadle campus means that, subject to planning, land values are high which could in turn generate disposal proceeds which can be invested back into the estate</li> <li>• Quality of the Group's provision and reputation across the communities it serves and the employer network</li> </ul>	<ul style="list-style-type: none"> <li>• Condition of resources on the Cheadle campus</li> <li>• Poor space efficiency of resources on the Cheadle campus – impacts on the utilisation of academic resources</li> <li>• Excessive expenditure on premises running costs associated with the over provision of floor space on the Cheadle campus</li> <li>• Large and diverse estate which covers a large geographic area difficult to manage and maintain due to restrictions on budget allocations</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Opportunity to access 3<sup>rd</sup> party capital funding – FE Capital Transformation Fund and T-Level Capital Fund</li> <li>• Demographic growth over the life of this Strategy represents an opportunity to growth learner numbers</li> <li>• Expansion of employer links strengthened through the provision of industry standard facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing competition from other providers across the different boroughs served by the Group, particularly in Stockport (reference Cheadle and Marple campuses)</li> <li>• FE funding regime does not allow the Group to generate sufficient surpluses for reinvestment in the estate to the desired level</li> </ul>

## 5.0 Option Generation and Appraisal

### 5.1 Key Assumptions

5.1.1 As noted elsewhere in this Strategy, the Group has undertaken several major capital investment projects in recent years which has resulted in 86% of resources being classified as condition A / B. Across the Altrincham, Stretford, Stockport and Marple campuses there will be investment requirements during the life of this Strategy to (a) ensure building condition is maintained, and (b) respond to ongoing curriculum / employer needs as they arise. Whilst the 2018 version of the Strategy focused on the investment needs of the Stockport campus, this updated version focuses on the investment needs of the Cheadle campus. Therefore, the option appraisal set out in the proceeding pages looks at the options for the Cheadle campus alone.

### 5.2 Option Generation

5.2.1 The following options for the Cheadle campus have been formulated:

- Base case – the findings from the Condition Survey are implemented. No further investment to address specific condition issues or space efficiency is undertaken
- Retain the Cheadle campus and either
  - Retain and refurbish parts of the campus whilst other elements are demolished and replaced with new building(s)
  - Demolish the entire building stock and replace with new facilities on a rationalised basis
- Sell the Cheadle campus and relocate activities to newly constructed / surplus facilities on the Stockport town centre campus.

### 5.3 Option Appraisal

5.3.1 The option appraisal process seeks to identify the financial parameters associated with each option - indicative capital costs, potential disposal proceeds and potential savings in running costs, as well as qualitative benefits – such as impact on the curriculum. The findings of the option appraisal process are set out in tables 5A and 5B overleaf. The appraisal process has highlighted that, subject to assembling sufficient capital funding and securing the necessary planning permissions, the option whereby the Group replaces all accommodation with a purpose-built facility is the most appropriate solution for the Cheadle campus.

**Table 5A: Option Appraisal – Quantitative**

Option	Capital Cost	VfM (Net Present Costs)	Comments
<b>Option 1 – New build option at Cheadle Campus</b>			
Full new build on vacant land adjacent to the existing site; dispose of whole of the site <b>Total GIFA: 6,311m<sup>2</sup></b>	£26,912,000	£6.8m	Highest grant (74%) but: <ul style="list-style-type: none"> <li>• Better VfM value than only other viable option (Option 3)</li> <li>• Maximum disposal site revenue</li> </ul>
<b>Option 2 – Essential repairs &amp; maintenance works only of the existing Cheadle accommodation (Do Minimum Option)</b>			
Repairs, maintenance & minor refurbishment of existing estate. No works other than those identified in the AA Projects Report (May 2020). <b>Total GIFA: 9,010m<sup>2</sup></b>	£5,150,000	£4.7m	<ul style="list-style-type: none"> <li>• No grant required as funding part of merger agreement</li> <li>• No potential disposal revenue</li> <li>• High running costs remain due to Condition of buildings</li> </ul>
<b>Option 3 – Part refurbishment/part new build at Cheadle Campus</b>			
Sports Hall and teaching block retained; new building in lieu of unsatisfactory accommodation; Dispose of remainder of site. Refurbishment area: 3, 486m <sup>2</sup> ; New build area: 2,825m <sup>2</sup> <b>Total GIFA: 6,311m<sup>2</sup></b>	£23,800,000	£17.0m	Lower grant than 3 (71%) Significantly reduces disposal site revenue
<b>Option 4 – Dispose of the Cheadle site and relocate to Stockport College campus into a new build</b>			
Relocate all departments to the Stockport site <b>Total GIFA: 5,187m<sup>2</sup></b> (6,311m <sup>2</sup> less Sports Hall and support functions provided elsewhere on campus (refectory, LRC, central services))	£21,460,000	£3.8m	Lower grant than 1 & 3 (67%) but <ul style="list-style-type: none"> <li>• Not a viable option as significantly delays Stockport Ph.2 (see qualitative assessment)</li> <li>• Disposal receipt not possible due to political opposition to closure</li> </ul>

**Table 5B: Option Appraisal – Qualitative**

Option	Does option meet estate improvement condition need?	How does option meet strategic estate needs?	Space efficiency improvements	Feasibility of delivery	Risks/Other
<b>Option 1 – New build option at Cheadle Campus</b>					
Full new build on vacant land adjacent to the existing site; dispose of whole of the site <b>Total GIFA: 6,311m<sup>2</sup></b>	Meets this requirement fully	Meets estate strategy completely through: <ul style="list-style-type: none"> <li>Reduction in over-provision of space</li> <li>Fit-for-purpose space provided</li> <li>Operational costs fully minimised</li> <li>Meets sustainability targets</li> <li>Supports “whole site” estates strategy for the Cheadle site</li> </ul>	Achieves space efficiency targets	<ul style="list-style-type: none"> <li>Can be delivered within 2024 completion target</li> <li>No impact on day-to-day operations as students will use the existing College whilst the new building is constructed</li> </ul>	<ul style="list-style-type: none"> <li>Retains a presence at Cheadle which will be supported politically</li> <li>Maximises the disposal site’s receipt potential as will leave a vacant site</li> <li>Removes the legacy burden of the existing site</li> <li>Will result in new sports pitches with improved benefits for the community</li> </ul>
<b>Option 2 – Essential repairs &amp; maintenance works only of the existing Cheadle accommodation (Do Minimum Option)</b>					
Repairs, maintenance and minor refurbishment of existing estate. No works other than those identified in the AA Projects Report (May 2020) <b>Total GIFA: 9,010m<sup>2</sup></b>	<ul style="list-style-type: none"> <li>No as majority of estate would remain as Condition C</li> <li>Overall estate will require further significant investment in years 5-10</li> </ul>	Does not meet strategic needs through: <ul style="list-style-type: none"> <li>Not consistent with Estate Strategy as Condition C stock remains</li> <li>significant over provision of space remains</li> <li>Inefficient space remains</li> <li>Unnecessarily excessive operational cost burden</li> <li>Poor sustainability performance</li> <li>Does not meet sustainability targets</li> <li>Project is not Transformational</li> </ul>	<ul style="list-style-type: none"> <li>Does not meet current space efficiency improvements for the campus with a significant over provision of space (2,699m<sup>2</sup>) remaining</li> <li>Space not fit for current and future curriculum needs</li> </ul>	<ul style="list-style-type: none"> <li>Achievable but refurbishment option will impact on students through extensive relocations and enabling works required for the refurbishment works</li> <li>Significant management resources required to minimise operational impact</li> </ul>	<ul style="list-style-type: none"> <li>Legacy building condition issues will remain</li> <li>Existing building risks could be discovered (e.g. asbestos)</li> <li>Decline as students choose alternative providers with better facilities</li> <li>Existing poor quality sports pitches remain</li> </ul>
<b>Option 3 – Part refurbishment/part new build at Cheadle Campus</b>					
Sports Hall and teaching block retained; new building in lieu of unsatisfactory accommodation; Dispose of remainder of site. Refurbishment area: 3, 486m <sup>2</sup> ; New build area: 2,825m <sup>2</sup> <b>Total GIFA: 6,311m<sup>2</sup></b>	<ul style="list-style-type: none"> <li>In part as will convert 44% of the estate to Condition A with 56% of estate remaining as condition B</li> </ul>	Meets estate strategy in part through: <ul style="list-style-type: none"> <li>Reduction in over-provision of space</li> </ul> Does not meet strategic needs through: <ul style="list-style-type: none"> <li>Not consistent with Estate Strategy as Condition C stock remains</li> <li>Inefficient space retained – does not meet future curriculum requirements</li> <li>Operational cost burden retained of Condition B accommodation</li> <li>Does not fully meet sustainability targets</li> </ul> Does not support “whole site” Estate Strategy for Cheadle	Achieves space efficiency targets	<ul style="list-style-type: none"> <li>Achievable but refurbishment option will impact on students through extensive relocations and enabling works required for the refurbishment works</li> <li>Will take longer to deliver than 1 due to decanting requirements for refurbishment element</li> </ul>	<ul style="list-style-type: none"> <li>Existing building risks could be discovered (e.g. asbestos) during refurbishment works</li> <li>Disposal site of poor marketable quality (shape/proximity to College) resulting in a reduced receipt or unsold and leaving a legacy and maintenance burden for the College</li> <li>Existing poor quality sports pitches remain</li> </ul>
<b>Option 4 – Dispose of the Cheadle site and relocate to Stockport College campus into a new build</b>					
Relocate all departments to the Stockport site <b>Total GIFA: 5,187m<sup>2</sup></b> (6,311m <sup>2</sup> total area requirement less areas not required (Sports Hall) and support functions already provided on Stockport campus (refectory, LRC, central services))	Meets this requirement fully	Whilst meets the estate strategy through improvement in building condition, reduction in over-provision of space; operational cost and sustainability benefits, it is not a realistic option due to: <ul style="list-style-type: none"> <li>there is insufficient space on the Stockport campus to accommodate such a large requirement</li> <li>Would stop the delivery of the current Phase 2 project (see Feasibility of Delivery response)</li> </ul>	Achieves space efficiency targets	Not achievable. Due to lack of space on the Stockport site, the only option is to locate the new building on the site of the proposed Ph. 2 building. This building is due to commence construction in December 2021. Stopping to accommodate the Cheadle site would result in breaching funding and development agreement conditions.	<ul style="list-style-type: none"> <li>Not supported politically at regional and national levels</li> <li>Eliminates capacity for growth on the Stockport campus</li> <li>Loss of Sports Hall provision</li> <li>Loss of High Needs provision</li> </ul>

## 6.0 The Preferred Option

### 6.1 Description of the Preferred Option and Delivery Strategy

- 6.1.1 As noted in paragraph 5.3.1, the preferred option to emerge from the option appraisal process for the Cheadle campus would see all existing buildings demolished and replaced with a purpose-built facility with an indicative GIFA of circa 6,300 m<sup>2</sup>.
- 6.1.2 The intention would be that the new facilities would be constructed on land towards the front of the campus facing onto Cheadle Road on vacant land which would enable the existing facilities to remain operational during the construction phase. Upon completion of the new facilities, the existing buildings would be demolished, and surplus land sold off. The precise timing of project implementation will be depending on two factors. Firstly, the Group's ability to assemble sufficient capital funding, and secondly, the timescales for securing planning permission, especially for the proposed land disposal which will require residential planning approval.
- 6.1.3 The preferred option has the following key benefits:
- A significant improvement in the physical condition of resources
  - A significant improvement in the functional suitability of academic and support resources
  - A more coherently planned campus, consolidating building footprint into a small proportion of the site
  - A fully accessible and inclusive estate
  - Parity with the quality of resources found across the Group's estate
  - Elimination of maintenance liabilities
  - The rationalisation of floor space in line with sector benchmarks
  - A reduction in running costs (anticipated to be circa £170k p.a.)
  - A reduction in energy consumption and Co<sub>2</sub> emissions supporting the Group's ambitions relating to the sustainability agenda and Government's 2050 net zero carbon target
  - The release of surplus land, the proceeds from which can be reinvested in the preferred option.
  - Fully supports increase in the adult skills offer, particularly at Level 3 and above
  - Allows full development of a high-quality technical education offer at Levels 3, 4 and 5
  - Retains a broad offer for students with SEND at Cheadle
  - Ensures a high-quality offer is in place within Cheadle area to support the borough plan objective of reduced numbers of young people not in education, employment, or training