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VTCT Skills Strategy /// Shaping Tomorrow's Skills Landscape

Shaping Tomorrow's Skills Landscape



Navigating a shifting skills landscape

The landscape for awarding organisations is undeniably complex and experiencing significant transformation.

Political and economic uncertainties, including a cost-of-living crisis, funding shifts, an incoming government and proposed reforms to apprenticeships and the levy system, and consolidation in the sector pose challenges to planning and demand a high degree of adaptability.

Securing a sustainable future requires looking beyond core awarding and assessment activities. Developing our broader skills development services and forging strategic partnerships across the skills sector will be crucial. This approach will mitigate risk, unlock new growth opportunities, and secure a sustainable future in a rapidly evolving market.

Vision

VTCT envisions itself not just as a leader but as the dominant force in the hair and beauty skills sector, providing awarding, assessment, and a comprehensive range of professional support services.

We'll also become a significant player in the early years education market, offering a complete suite of solutions to empower this vital sector. To extend our impact on the skills landscape, we will pursue ventures in additional sectors and introduce related services that complement our core expertise.

This expansion will be achieved through strategic partnerships with key industry stakeholders, ensuring our services are tailored to meet specific needs.

Beyond qualifications, we'll diversify our revenue by offering professional support services, including professional registers and training. This multi-faceted approach positions VTCT firmly in skills development, not just in hair and beauty but across a broader landscape.

We'll achieve this by working collaboratively, fostering innovation, and expanding beyond awarding and assessment to create a comprehensive ecosystem that supports learners, providers, and employers.

Balancing growth with investment

Despite a challenging and evolving education and skills landscape with shifting priorities and consolidation, we are still targeting growing our income from £13m in 24/25 to £15m by 26/27 while maintaining learner numbers and expanding our service footprint in awarding and assessment.

Additionally, we expect to develop new revenue streams from strategic partnerships and professional registers.

While we anticipate some margin benefits from delivering operational efficiency, it's important to note that any increase in indirect costs is a strategic move to shore up some areas and develop new products and offerings. This is not a reflection of reduced underlying profitability but an upfront investment using our reserves and/or profit generated throughout the year to set us up for long-term success.



Our Values

Our shared set of beliefs and behaviours that will guide our organisation.

These will be developed with staff and shared with the board once amplified as a fundamental component of our new People Strategy.

Partnership

Be on the side of our customers and learners.

Expertise

Lead with confidence, using our heritage and experience.

Ease

Simplify complexity to identify the best route forward.

Collaboration

Work together for greater impact; don't do it alone.

Energy

Inspire others with passion and warmth.

Strategic Priorities

- 1** Become the undisputed market leader in hair and beauty
- 2** Wholeheartedly support a broader sector footprint, prioritising early years
- 3** Expand our market reach through commercial strategic partnerships



Supporting Themes

- /// One organisation, one brand
- /// Partnering to achieve more together
- /// Embracing digital innovation
- /// Simplicity and agility in everything we do
- /// Unrivalled customer support



Underpinning Strategies

For each underpinning strategy, we will identify workstreams of activity which will contribute to the overall achievement of our corporate priorities – these will be shared with the board in due course.

**Awarding and
assessment**

People

Finance and data

Digital

**Commercial – UK
and International**





Strategic **Priorities**

Strategic Priorities /// Market Leaders

Become the undisputed market leader in hair and beauty

As the market leader, we never stand still. We are strengthening our portfolio to ensure qualifications remain the most sought-after across the sector. However, we also understand the importance of clarity and accessibility.

To maximise impact, we'll streamline our portfolio, making it easier for learners and centres to navigate and identify the most suitable qualifications, ensuring a clear path to success.

VTCT isn't just about leading in hair and beauty qualifications and assessment.

We're committed to taking a greater role across the sector, fostering a thriving ecosystem that supports learners throughout their careers. Our commitment goes beyond equipping learners with skills and qualifications. We will champion learner recognition,

provide high-quality professional development opportunities, facilitate connections with employers and manufacturers, and ultimately empower learners for success.



1

**Here's
how
we will
deliver
this
priority:**

Streamline our portfolio

Create a concise and user-friendly portfolio, making it easier for customers to navigate and select qualifications.

Implement an international shouldering strategy

Strategically target neighbouring countries with aligned skill sets and infrastructure, fostering international growth.

Create innovative qualifications for emerging skills

Innovate the sector, working in partnership with forward-thinking organisations to create qualifications for current and future skills needs.

Launch professional qualification registers

Design and introduce a professional register for learners and practitioners holding regulated qualifications.

Grow our UK footprint

Focus on Wales, Scotland and Northern Ireland as significant opportunities for growth, developing long-standing partnerships with new and existing customers.

Showcase our commitment and leadership

Deliver a comprehensive programme of industry events for all stakeholders.



Strategic **Priorities**

Wholeheartedly support a broader sector footprint, prioritising early years

We have built a strong reputation as a trusted organisation in the hair and beauty sector. However, we recognise the immense potential of early years education and its role in shaping future generations. The early years sector presents a significant

opportunity, with the largest apprenticeship market and a clear political priority. While the market is currently driven by cost, we believe early years professionals deserve high-quality provision and a comprehensive support system to thrive truly.

By leveraging our network and partnerships, we're expanding strategically to offer a comprehensive solution, tackling the recruitment crisis and empowering future generations.



2

**Here's
how
we will
deliver
this
priority:**

Prioritise early years

Make expansion into these sectors a core organisational priority, allocating resources and fostering a culture of growth.

Develop qualifications and broader support offer

Cocreate qualifications with employers, developing our broader service offer, supporting Gen Z learners, new entrants, teaching and learning and professional development.

Evolve our early years proposition and reputation

Build credibility and expertise by partnering with industry-leading organisations, actively engaging with employers and providers, and demonstrating the relevance and our understanding of the sector and value proposition.

Showcase our commitment and leadership

Deliver a comprehensive programme of industry events for all stakeholders.

Implement a market expansion strategy

Utilise existing networks and relationships to expand our reach and impact in early years, being focused and targeted in our approach.

Review and prioritise opportunities across our sector footprint

Appraise skills markets across our broader sector footprint, prioritising logistics and identifying opportunities for investment and expansion.

3

Strategic
Priorities

Strategic Priorities /// Partnership

Expand our market reach through commercial strategic partnerships

Collaboration is critical to maximising impact in today's education and skills sector.

The constant evolution of the landscape necessitates a multifaceted approach, and strategic partnerships allow us to leverage the strengths of diverse organisations.

Working with colleges, employers, and technological innovators will enable us to tailor solutions to meet the specific needs of learners and employers, stay ahead of the curve in a rapidly changing environment, and deliver a more comprehensive offering.

By combining expertise and resources, we can create a collaborative ecosystem that fosters innovation, maximises reach, and provides a more effective and impactful service to all stakeholders.



3

**Here's
how
we will
deliver
this
priority:**

Strengthen our partnerships with colleges

We aim to establish long-term, collaborative relationships with colleges and facilitate consortia to develop and deliver bespoke qualifications that address regional and national skill requirements.

Deliver innovative skills solutions

Partnering with innovative technology companies, we will enhance our support offerings for customers and learners by investing in new teaching and learning methods, digital credentialing platforms, facilitating relationships between learners, colleges and employers, and providing professional development solutions.

Drive international growth

Through partnerships with international organisations and targeted industry sectors, we will explore opportunities for overseas expansion, growing our global footprint.

Introduce a training portfolio

Partner with employers and training providers to introduce a range of training solutions, addressing the evolving needs of learners and practitioners.

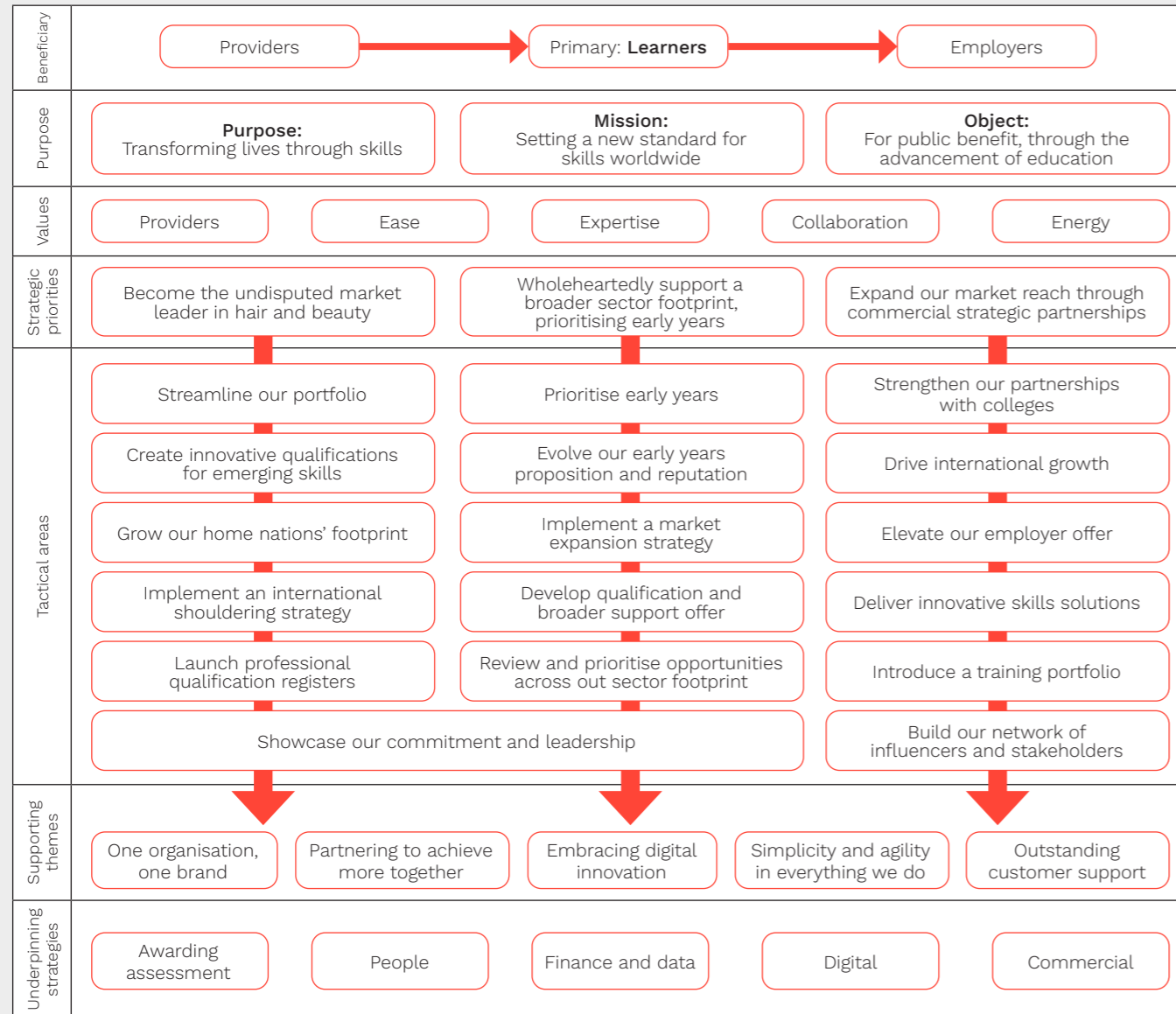
Elevate our employer offer

We will develop a comprehensive employer offer that empowers businesses to create a culture of learning and development using bespoke qualifications, external accreditation, and access to a valuable network of learners and professionals.

Build our network of influencers and stakeholders

Build relationships to support our broader skills profile, including combined authorities, trade specialist organisations, government agencies and ministries, social media influencers, and other organisations.

Next Steps /// Strategy Map





VTCT Skills, Aspire House, Annealing Close, Eastleigh,
Hampshire SO50 9PX United Kingdom

E customersupport@vtctskills.org.uk

T +44 (0)23 8068 4500

W www.vtctskills.org.uk