

Three Year Strategic Plan

August 2020 to August 2023

The Four Cornerstones of Our Vision

Andover, the Successful Community Tertiary College

The outstanding community Tertiary College, integral to the Andover community, a key educational partner successfully servicing demand in NW Hampshire, East Wiltshire and West Berkshire providing a vibrant range of academic and vocational courses with a strong focus on learner success and progression to Higher Education and employment.

The Corporate College, working with employers to support their success

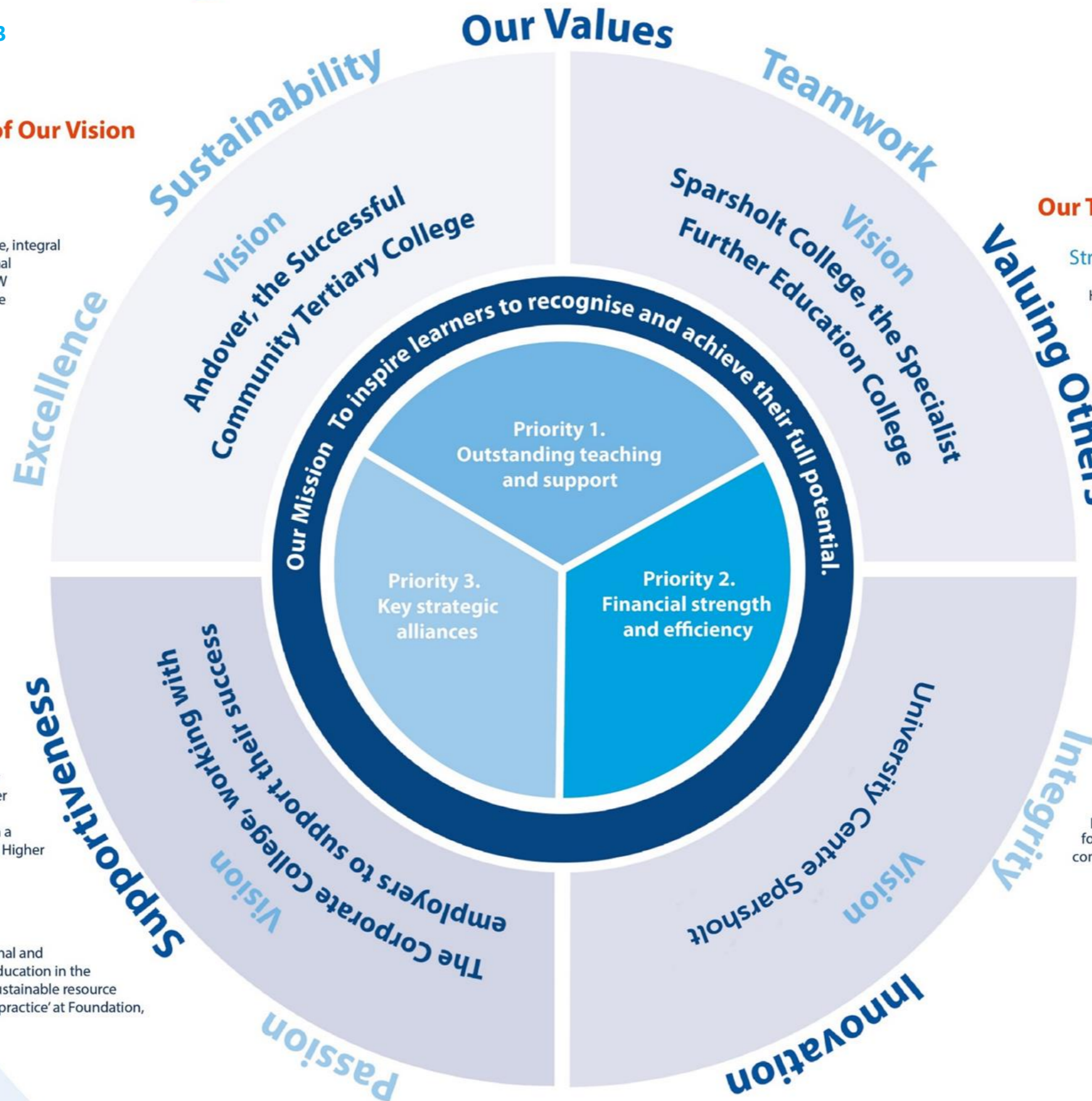
The expert trainer of choice for business and industry, providing a comprehensive offer characterised by high-quality timely and bespoke interventions and a suite of Apprenticeships that meet employer needs and positively impact on the success of their business.

Sparsholt College, the Specialist Further Education College

The Specialist Further Education College, recognised locally, regionally and nationally for providing outstanding specialised further education in land and environment, sports academies and sustainable technology with a focus on learner success and progression to Higher Education and employment.

University Centre Sparsholt

The Specialist University Centre, a key national and international provider of specialist higher education in the applied science of land, environment and sustainable resource management which excels in 'research into practice' at Foundation, Honours and Masters Degree levels.



Our Three Strategic Priorities

Strategic Priority One

High quality provision within an environment that ensures outstanding teaching, personalised guidance and support, which enables learners to develop their curiosity, knowledge and skills, and achieve qualifications for their career success.

Strategic Priority Two

Sophisticated, current and readily available information and analysis to support timely and effective guidance for students and employers, which informs decision-making to improve quality, whilst maintaining financial strength and efficiency and minimising the environmental impact of college operations.

Strategic Priority Three

The forging of key strategic alliances to secure our market prominence and influence, in order to be able to focus on projects and products with high-value impact for our commercial customers, our learning communities and the College.

Priority 1

High quality provision within an environment that ensures outstanding teaching, personalised guidance and support, which enables learners to develop their curiosity, knowledge skills, and achieve qualifications for their career success.

Long-Range Objective (by August 2023)

Objective 1: The profile of student outcomes is in line with the most successful educational providers in the UK

Objective 2. Teaching, Learning and Assessment are self-assessed as Outstanding which reflects a knowledgeable, inspiring, flexible and innovative workforce.

Objective 3. Provide rich learning environments complemented by the use of a broad range of innovative e-learning approaches.

Objective 4. Support for Students is assessed as Outstanding which reflects a needs led and inclusive service.

Objective 5. Achieve planned learner enrolments through the provision of a dynamic and broad curriculum offer, which meets changing market conditions, consumer tastes and government priorities of participation through new and reconfigured provision.

Objective 6. A noted key strength of the college is the culture of inclusiveness, where staff work with the student community to promote diversity and champion the rights of all.

Annual Milestone Objective (by August 2021)

- 1. Sparsholt** FE Achievement rates improve and regain a position within the upper half of Specialist Land-Based Colleges
- 2. Andover** FE Achievement rates and value added continue to improve and are within the upper quartile of General FE Colleges
- 3. Higher Education** Degree outcomes continue to improve and remain at least in line with the Landex college upper quartile Colleges
- Self-assessment shows all curriculum areas demonstrating improvement and a profile of grades for curriculum areas with >90% curriculum areas showing 'Good' or 'Outstanding' teaching and learning
- HE TALOs are completed for all staff with all 'exceeding expected standard'
- Management development programme is updated for 2020/21 and delivered successfully to all Managers, including provision for curriculum heads and front-line supervisors.
- Online learning activities, and the development of learners' essential digital skills, feature regularly in the delivery of classroom-based lessons and planning of subsequent interactions.
- Teaching, Learning and Assessment Strategy is published and implemented
- Role of industry (work) placement & experience in all areas of the college adheres to 'Study Programme' requirements.
- College self-assessment shows 'Outstanding' for learner and learning support.
- Recruit FE and HE learner numbers in line with College strategic growth targets.
- Colleagues throughout all relevant Curriculum and Business Support areas continue to take direct accountability and actions to support Marketing Milestones for 2020/21 campaigns
- Curriculum Plan for all market segments is approved by CEMR and published.
- The Access and Participation Plan and Competition and Markets Authority implementation is compliant and monitored
- The College's Diversity Plan is reviewed, clear actions in place, and monitored to ensure that the College's ethos continues to promote inclusiveness and the individual interests of all students.
- Manage our Sparsholt College Group workforce in line with the principles of the Investors in People Standard.

Priority 2

Sophisticated, current and readily available information and analysis to support timely and effective guidance for students and employers, which informs decision-making to improve individual learner experience and performance, whilst maintaining financial strength and efficiency and minimizing the environmental impact of college operations.

Long-Range Objective (by August 2023)

Objective 7. Maintain strong financial management which sustains all College activity in order to facilitate outstanding curriculum delivery and reinvestment in resources.

Objective 8. Implement a range of coordinated and complementary campus based commercial activities which deliver a financially efficient service to the college and/or profit and/or add further to the learning for students.

Annual Milestone Objective (by August 2021)

- Achieve the planned budget outturn position at July 31, 2021 in line with approved budget set in July 2020.
- Revise the Property Strategy in line with the key areas of growth in curriculum activity and availability of LEP/LGF and deliver components in line with 2020/21 plan.
- Confirm that the externally let catering operations contractor and cleaning contractors continue to produce a good standard of service to the student and staff community.
- Research the opportunity to provide additional student hands-on work skills settings and work experience on the college campus through new commercial activity strands.

Objective 9. Have a reliable, stable and accessible IT infrastructure that provides a robust platform enabling the College to meet its target for planned learner number growth and the development of both on and off campus curriculum delivery.

Objective 10. Enable ease of accessibility and effective information systems flow such that college datasets and metrics are available to inform all aspects of academic and quality standards, business efficiency and good governance including student, client, staff, financial and physical resources.

Objective 11. Establish a Regional (Rural) Centre for the Demonstration and Learning of Sustainable, Low Carbon and Renewable Technologies at the College which serve to further the Annual plan to effect further carbon efficiency and cost reduction.

21. Continue to develop and improve the resilience of the IT and telephony infrastructure at both campuses and cross campus.

22. Implement and improve access and agility of services on and off-campus.

23. Develop College Dashboard system

24. Devise and implement an effective solution for reflecting all aspects of the learner journey in the e-ILP of the college.

25. Research suitable developers to work in partnership with the college to develop a new Centre for sustainable Low Carbon and Renewable Technologies and maximise the opportunities for existing learner involvement in new facility.

Priority 3

The forging of key strategic alliances to secure our market prominence and influence, in order to be able to focus on projects and products with high-value impact for our commercial customers, our learning communities and the College.

Long-Range Objective (by August 2023)

Objective 12. Have key partnerships in place with trusted and reliable college & business partners.

Objective 13. Provide Training Services to employers that provide CPD solutions which meets their business needs.

Objective 14. Have beneficial relationships with a diverse range of organisations that are effective in extending the range of curriculum offer.

Objective 15. Have key international partnerships in place which lead to increases in student numbers at Sparsholt or commercial training income.

Annual Milestone Objective (by August 2021)

26. Deliver high quality learning solutions to business, in conjunction with training partners and other Colleges where the skills and contacts complement the college offer.

27. Work on Collaborative work strands with local land based colleges and other Hampshire Colleges

28. Deliver all sector, sector specific and online learning campaigns of business

30. All frameworks converted to Standards

31. Work closely with Enterprise M3 LEP to deliver the project for the development of Animal Health skills priorities through the now approved Capital bid to the EM3.

32. Work closely with Enterprise M3 LEP and FE&HE partners on digital skills development for businesses through the implementation of the Innovation South Virtual campus

33. Work with Test Valley Borough Council, Simply Health and Enterprise M3 to devise a plan to progress the proposition to redevelop Central Andover and rebuild much of Andover College on the proceeds and with LEP support

34. Work with EM3 to seek funding for Higher Education Investment

35. Build-on existing Specialisms to generate full cost training activity or other full cost consultancy which reinforce the expert reputation of the college.