



SPARSHOLT
COLLEGE GROUP

Strategic Plan

August 2021 to August 2024



Introduction



This strategy reflects the values of Sparsholt College Group as we look forward to realising our vision to maintain sound financial health, extend our reach further and deliver an outstanding experience for all of our stakeholders; our learners, our employers and our staff.

We currently deliver education and training to over 5500 learners annually and our primary purpose is to ensure that every individual is successfully supported on their academic journey, whether that be into employment, further academic study or career advancement in their workplace. Programmes of study are therefore designed holistically to develop both academic and technical knowledge alongside core life skills such as resilience, communication and teamwork, all essential in a competitive employment market. Our commitment to continually investing in our College estate ensures that all learners undertake their technical studies in specialist high-quality facilities.

In a significant period of change, both globally and in the Further Education sector, it has never been more important for colleges to work even closer with local businesses to support their economic recovery and meet their changing business needs. As the largest direct deliverer of employer engagement services in the region, the College works with over 900 employers to meet their business needs each year and many of these employers also support the College in the development of our curriculum offer to ensure it meets both local and national need. Our relationship with employers has evolved considerably in recent years and rather than solely being direct purchasers of workforce development training,

employers are also involved with the College as advisors (advising of necessary changes to curriculum delivery), as supervisors (providing work experience opportunities for our learners) and as peer mentors (providing valuable workplace sabbaticals for our staff to keep their industry knowledge current).

In an increasingly difficult financial climate, we recognise the benefit of effective partnership working and collaboration to address the wider challenges faced by our organisation and our region. Sparsholt College Group plays a pivotal role in the development and servicing of collaborative partnerships and projects with a particular focus upon colleges in the Enterprise M3 area and Landex colleges. Partnership work focuses upon systems efficiency, providing improved industry relevant facilities, and shared procurement of new opportunities for our student and staff communities that would otherwise be unavailable.

Climate change has placed the world's natural habitats under enormous threat, and as an educational provider we recognise our pivotal role in supporting our College community to make choices that have less harmful effects on the environment, influencing long term changes in behaviour. We are committed to integrating sustainability considerations into all organisational decisions in order to protect and enhance our environment for future generations to enjoy.

Julie Milburn
Principal and CEO

Our mission

Raising Aspirations, Unlocking Potential, Advancing Futures is the underpinning mission which defines the purpose of the Sparsholt College Group.

SCG is committed to supporting all students, staff, employers and wider stakeholders to be aspirational in their ambitions, to provide support throughout their unique and personalised journey with us, to enable them to make advancements in their own careers, their organisation or as a community.

Our values

EXCELLENCE

PASSION

TEAM WORK

INTEGRITY

INNOVATION

SUSTAINABILITY

VALUING OTHERS

SUPPORTIVENESS



Our group and the communities we serve

Sparsholt College Group is connected by a shared mission, vision and set of values.



Andover campus

The successful community tertiary college

The outstanding community tertiary college, integral to the Andover community, a key educational partner with a reputation across the region as a highly supportive and innovative place to study.

We deliver an extensive curriculum offer that covers a wide range of vocational, technical and academic qualifications from entry level to level 4 with access to facilities that prepares learners for their future progression. Working with employers, the Andover campus provides a wide range of Apprenticeship programmes from level 2 to level 4 and a tailored business training programme designed to meet their needs.



Sparsholt campus

The specialist land-based 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 strong focus on providing the sector with highly skilled, technical specialists.

The facilities and resources at our Hampshire campus in the countryside are outstanding. We deliver technical and vocational qualifications across all levels, and qualification types including full-time, part-time, apprenticeships, short professional courses and business training.



University Centre Sparsholt

The connected Higher Education Institution

The specialist University Centre is a key national and international provider of vocational higher education in the applied science of animal welfare, land and the environment. UCS excels in 'research into practice' at Foundation, Honours and Masters degree levels.

Academic areas of study include Agriculture, Animal and Zoo Science, Aquaculture, Fishery Management and Marine Ecology, Wildlife Ecology, Equestrian Science and Performance Management and Veterinary Nursing. Underpinning these programmes is an Access to HE course which provides an additional route into higher education.

Our vision

‘An organisation with a nationally renowned reputation for success’

We are committed to ensuring that every learner who chooses to study with us, at whatever level, is fully supported to realise their ambitions and be successful.

Our learners pervade all aspects of our vision and regardless of level, type or mode of study we aim to provide an environment where they can thrive, developing their knowledge, skills and behaviours for today and for the future.

We will deliver this vision by

- Placing employers at the heart of our business
- Delivering an innovative, high quality curriculum which meets the needs of the wider communities we serve
- Maximising the talent, expertise and performance of our people
- Providing an exceptional learning experience across all areas of the Sparsholt College Group, that focuses upon success and progression
- Empowering a future workforce capable of positively influencing society and competing in the global jobs market



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Placing employers at the heart



Sparsholt College and Andover College has a long history of working very closely with the industries and occupations that it serves, to meet the needs of employers. As the second largest college in Hampshire and the Isle of Wight, the college is the largest direct deliverer of Employment Engagement Services in the area.

Employer engagement at our college is defined as those activities and relationships which identify and meet employer needs, develop a capable future workforce and ensure the curriculum provision is relevant to the needs of employers.

Our relationship with employers has evolved over time and in response to changes in education policy. In consequence employers' support of the college and its students is not only as purchasers of education services but also as mentors, deliverers of education and informers to ensure the relevance of academic content.

We are committed to:

- Helping employers to build skills pipelines by working together to develop a competent future workforce meeting the skills needs of the industries we represent
- Working with employers to support their success
- Growing our offer to meet the full needs of the communities and employers we serve
- Providing a comprehensive offer characterised by high-quality, timely and bespoke interventions that meet modern industry standards
- Providing a comprehensive range of apprenticeships with clear progression pathways that provide opportunities for learners to earn and learn
- Providing high quality training and skills development that improves business performance
- Co-creating provision to meet employer and workforce needs
- Developing student placement opportunities with employers
- Making it easy for employers to access our services offering a primary point of contact
- Operating collegiately with other local colleges to provide best results

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Delivering an innovative, high quality curriculum which meets the needs of the wider communities we serve



At our heart, our colleges are here to serve our local communities and the key industrial sectors that we represent through the delivery of education services. Sparsholt College Group is committed to developing good corporate citizens who are responsible, independent, resilient and above all, who make a positive contribution to the workforce and to society as a whole.

The college is committed to working with the Enterprise M3 Local Enterprise Partnership, Employer Representative Bodies, Local Councils, other EM3 Colleges, Specialist Land-based Colleges and Higher Education providers to ensure best use of public monies and the development of high-quality resources that fully meet the needs of the students and employers we serve.

We are committed to:

- Developing a curriculum strategy which is constantly evolving to meet the needs of the employers and wider communities we serve
- Ensuring the college adds value to the social, economic and physical well-being of the communities it serves
- Collaborating to develop skills plans so that our training meets the needs of the local area
- Providing a curriculum offer from Entry level to Masters degree level- suitable for all ages, abilities and backgrounds
- Delivering a curriculum offer across a broad range of subject areas which meet the needs of local skills plans
- Developing further Level 4 and Level 5 programmes in conjunction with College partners to meet the high priority local skills gaps identified by the EM3 LEP

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Maximising the talent, expertise and performance of our people



Sparsholt College Group recognises that our excellent team of staff are our greatest asset. They are a true team of professionals, experts within their field and particularly, through recent challenges, have demonstrated their unwavering commitment and outstanding work ethic.

We are committed to:

- Creating a safe, secure and inclusive working environment where staff feel valued and inspired to work collectively to achieve the College mission
- Empowering our staff to make positive decisions about their personal health and mental wellbeing
- Communicating effectively and engaging regularly with staff on matters which impact upon them and the College
- Celebrating staff success and rewarding loyalty
- Investing in focused CPD which supports staff to be outstanding in all they do
- Proactive workforce and succession planning to continually develop our teams and support individuals to achieve their own career aspirations
- Encouraging experiences 'beyond the boundaries' to ensure staff have up-to-date sector and industry experience
- Introducing e-processes and systems across the College Group which maximise the efficiency of our teams and support a reduction in staff workload

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Providing an exceptional learning experience across all areas of the Sparsholt College Group, that focuses upon success and progression



We have an unrivalled commitment to outstanding teaching, learning and assessment that adopts a personalised approach, supporting individual needs and enhancing the potential of all learners to exceed their targets. This holistic learning environment gives learners the opportunity to excel across all aspects of their study programme or qualification.

We are committed to:

- Providing outstanding Careers Education, Information, Advice and Guidance that enables learners to make informed decisions about their future
- Delivering exceptional wellbeing support that empowers our learners to make positive decisions about their health and mental wellbeing
- Taking a personalised approach to learning that unlocks the potential of all of our learners
- A highly visible and celebrated culture of inclusion with a person-centred approach to progression
- Working with all our learners so that they raise their aspirations and achieve ambitious targets
- Investing in our College estate to deliver industry standard training in a safe and secure environment
- Providing an extensive curriculum offer that delivers high quality technical, vocational and academic qualifications with clear progression pathways
- Enabling our learners to access a wide range of opportunities that enrich their learning experience
- Investing in our IT so that learners can access technology safely and effectively on our campus whilst developing the skills needed for their future success



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Empowering a future workforce capable of positively influencing society and competing in the global jobs market



In an ever-changing and fast-paced world, our learners must be suitably prepared to take advantage of opportunities that allow them to thrive. Sparsholt College Group recognises our obligation to work with each learner so that they access a curriculum designed around the needs of industry so that they progress and excel in their chosen field, and also flourish in wider society

We are committed to:

- Producing industry-ready professionals through industry placements and work experience as core components of our study programmes and degree offer
- Becoming a leading FE provider in sustainability through a curriculum offer that supports demand for skilled professionals and developing the EM3 Clean Growth Low Carbon IOT proposal
- Ensuring our learners become highly skilled technical specialists who are actively sought after by employers in their sector
- Providing all of our learners with the necessary skills, knowledge and understanding to progress to positive destinations that support their future aspirations
- Fostering the skills and confidence learners need for engagement, leadership and advocacy so that they understand their social responsibility on key issues including sustainability and make a positive contribution
- Developing extensive links with employers, so learners will be inspired to set themselves high ambitions and strive towards their career goals

Strategic Intent

EXCELLENCE

- Deliver an outstanding learning experience which results in outstanding outcomes for all learners
- Deliver an outstanding customer experience by embedding a personalised approach across the College Group
- Embed a whole College approach to employer engagement

Our strategic priorities provide the ‘roadmap’ for us on our journey to realising our vision to be ‘an organisation with a nationally renowned reputation for success’.

In order to achieve our longer term vision we will deliver against three key strategic aims which will be our corporate priorities over the next 3 years:

RESILIENCE

- Maintain sound financial health so we can continue to invest in our future
- Support for learners and learning which is externally assessed as outstanding
- Invest in and empower our people to develop a resilient workforce with a high-performance culture

GROWTH

- Recruitment of learners across all funding lines increase in line with the College Group’s strategic growth targets
- Extend the reach of the Andover campus so that it becomes an anchor institution for the community it serves

This will be enabled by:

INNOVATION

- Delivering industry-standard training in well-equipped learning spaces
- Embracing the use of digital and technological advancements to enrich the learning experience

COLLABORATION

- Developing key strategic alliances to secure our market prominence and positively influence both the extent and purpose of our curriculum offer

SUSTAINABILITY

- Establishing Sparsholt College Group as a ‘Leading College’ on sustainability

