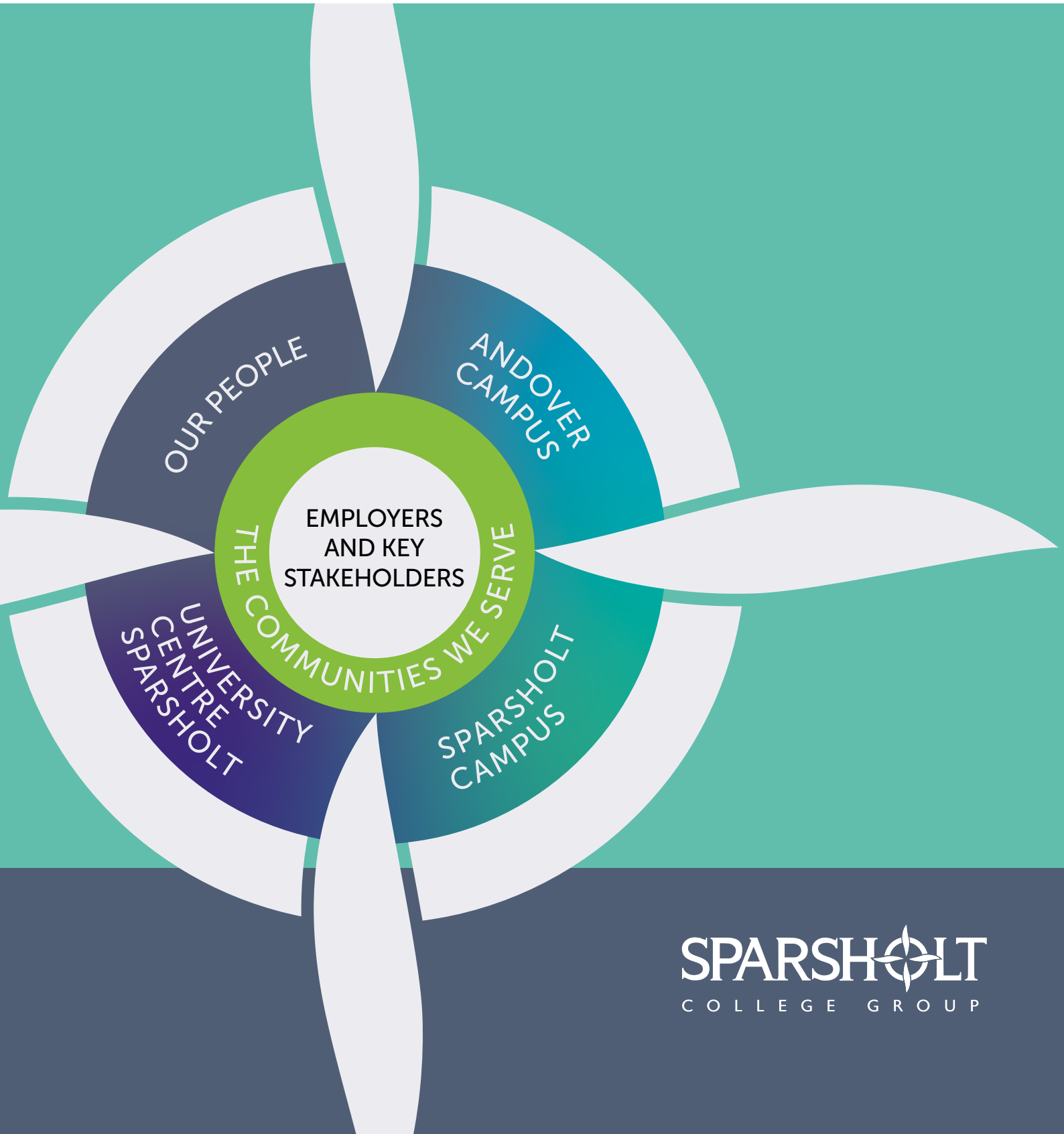


STRATEGIC PLAN

August 2024 to August 2027



FOREWORD FROM THE PRINCIPAL AND CEO



As Principal and CEO of Sparsholt College Group I'm delighted to share the 2024-2027 Strategic Plan with you, setting out our roadmap to delivering our vision, where *'every learner who chooses to study with us, at whatever level, is inspired to realise their ambitions'*.

2024 is a significant landmark in the provision of training and education on both of our campuses. At **Sparsholt** it marks the **125th anniversary** of offering land-based education, initially in Old Basing, Basingstoke as the Hampshire Farm School before moving to its current location in Sparsholt, near Winchester, in 1914. The curriculum offer, resources and student numbers have grown and evolved significantly from the peripatetic lectures and demonstrations delivered on village greens from the 1890s covering dairy, horticulture, farriering and beekeeping to the extensive 183 hectare estate and array of outstanding specialist facilities you see today providing a progression pathway into every land-based career. What has not changed is the College's unwavering commitment to meeting the skills needs of the rural sector, to upskilling the local workforce and promoting social mobility.

At **Andover**, we mark the **50th anniversary** of delivering vocational education in the Test Valley when in 1974 Cricklade College (its former name) became the first purpose built tertiary college in the country. The campus is now an 'anchor institution' within its community offering A Levels, T Levels and a range of vocational courses and apprenticeships in response to local need.

The College Group continues to exert its influence on the regional economy with the ongoing extension of both its higher education and online offer. **University Centre Sparsholt** now offers PhDs and is growing its research-based postgraduate degree offer (MRes) whilst the **Innovation South Virtual Campus** (the online learning platform) provides easy access to work-focused short training courses.

The College holds **collaboration** central to its mode of operation, recognising that to deliver effectively and efficiently and to be responsive to the communities and key industry sectors we serve, we will be far more successful in realising our ambitions in **partnership** with other colleges; both in the local area and with land-based colleges operating nationally. We remain committed to being the lead provider in the delivery of the Local Skills Improvement Fund and leading on business brokerage activities in our region.

I look forward to working with the staff, governors and partners of Sparsholt College Group as we collectively deliver against our strategic aims providing for **a better future for all learners**.

Julie Milburn
Principal and Chief Executive Officer

OUR MISSION AND VALUES

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 learners, 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
- » Teamwork
- » Integrity
- » Innovation
- » Sustainability
- » Valuing Others
- » Supportiveness



OUR GROUP AND THE COMMUNITIES WE SERVE



is connected by a shared mission and set of values:



The vibrant community college at the heart of the Test Valley

Delivering a broad range of academic, vocational and technical qualifications and training ranging from Entry Level through to Level 4. With access to modern facilities and specialist equipment, learners and businesses are best prepared for their future endeavours. Working with an extensive range of employers, the Andover campus has a growing portfolio of apprenticeship programmes from Level 2 to Level 4 alongside a responsive business training programme that is tailored to their individual requirements.



The specialist land-based college set in rural Hampshire

Delivering the full spectrum of land-based subjects and technical qualifications from Entry Level through to Level 3. With access to high specification equipment and industry standard facilities to enrich the learning experience, learners are well prepared to serve the land-based industry or progress to higher level studies. An extensive range of apprenticeship programmes serve industry needs alongside a comprehensive full-cost course portfolio to upskill individuals for technical competences and skills required to work within the sector.



A leading provider of higher education in land-based specialisms

Dedicated to fostering innovation and research to drive advances within the rural sector and to promote sustainability thereby equipping our graduates to be the future leaders in the sector. We offer a broad range of land-based subjects including animal and zoo management, equine science, sustainable agriculture, fisheries and wildlife and ecology. Courses range from Access to Higher Education and undergraduate degree studies to Masters and PhDs, alongside a growing number of higher apprenticeships to meet the changing needs of industry.

OUR VISION



We are committed to ensuring that every learner who chooses to study with us, at whatever level, is inspired to realise their ambitions

We will deliver our shared vision by:

‘Collaborating’ successfully with our employers and stakeholders, ensuring they are at the heart of our business

Delivering an ‘innovative’ and ‘research’ informed high-quality curriculum which responds to stakeholder needs

Financially ‘resilient’, enabling ongoing investment in our people and infrastructure in an ever-changing environment

Demonstrating ‘excellence’ in all teaching and learning experiences, focusing upon success and progression

Empowering a future workforce capable of competing in the global jobs market and delivering a more ‘sustainable’ future

‘Collaborating’ successfully with our employers and stakeholders, ensuring they are at the heart of our business



With a long history of working in close collaboration with key stakeholders in the industries and occupations that we serve, we will continue to evolve and grow these relationships in order that we meet the skills needs of employers, in turn improving regional productivity and economic development.

We are committed to:

- Developing effective partnerships which secure our market prominence and add value to the College Group
- Operating collegiately with other local colleges to provide best results for employers within our region
- Designing and delivering a curriculum which is informed and endorsed by key stakeholders
- Adapting to the changing business needs of our employers and the key industries we represent and serve
- Helping employers to build skills pipelines by working together to develop a competent future workforce
- Providing a comprehensive training offer characterised by high-quality, timely and bespoke interventions that meet modern industry standards and improve business performance
- Providing a comprehensive range of apprenticeships with clear progression pathways that provide opportunities for learners to earn and learn
- Growing our offer to meet the full needs of the employers and communities we serve

Delivering an ‘innovative’ and ‘research’ informed, high-quality curriculum which responds to stakeholder needs

As a College Group, with both a regional and national reach, we will work effectively with our civic, education, employer and community stakeholders to continually evolve our curriculum and resources so we fully meet the needs of the key industrial sectors we represent. Research and knowledge exchange will become increasingly important to University Centre Sparsholt aligned to the specialist subjects we teach and our outstanding on-site assets.

We are committed to:

- Continuing to be the Skills Lead for the region ensuring there is a coherent and collaborative response to meeting regional skills need
- Developing a curriculum strategy which is constantly evolving to meet the needs of the employers and wider communities we serve
- Providing a curriculum offer from Entry Level to Masters degree level - suitable for all ages, abilities and backgrounds
- Ensuring the curriculum offer is aligned to the key sectors and cross cutting skills as identified by the Local Skills Improvement Plan (LSIP)
- Developing further Level 4 and Level 5 programmes in conjunction with college partners to meet the high priority local skills gaps
- Establishing a culture of research and knowledge exchange
- Improving awareness of careers and job roles that are in high demand, both regionally and nationally
- Investing in the college estate to ensure access to industry standard facilities and equipment
- Embracing the use of digital and technological advancements to enrich the learning experience

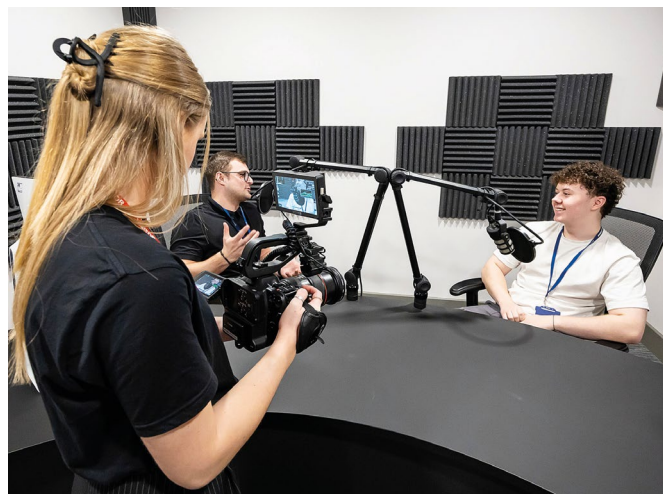


Our innovative vertical growing research centre will help us to lead in the development of sustainable crop production. This project was made possible through the Local Skills Improvement Fund programme from the Department for Education.



Our new advanced robotic milking system will provide vital management information as well as focusing on animal welfare, food safety, efficiency and profitability.

Financially 'resilient', enabling ongoing investment in **our people** and **infrastructure** in an ever-changing environment



We will maintain sound financial health so that the College Group is well positioned to be responsive and able to adapt to an ever-changing external environment. We recognise that our excellent team of staff are our greatest asset, a true team of professionals, experts within their field, and investing in and empowering our people to develop a stable and resilient workforce is a key priority.

We are committed to:

- Maintaining sound financial health so we can invest in our future
- Achieving targeted growth which enhances the student community and experience
- Ensuring the college is agile in its response to changes in policy and reforms which impact further and higher education
- Adopting artificial intelligence technology (in a safe and heavily controlled manner) which provides for business and financial efficiencies
- 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
- Investing in focused continuous professional development (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

Demonstrating 'excellence' in all teaching and learning experiences, focusing 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 will give learners the opportunity to excel across all aspects of their study programme or qualification.

We are committed to:

- Consistently delivering an exceptional teaching and learning experience which results in outstanding outcomes for all learners
- Providing an extensive curriculum offer that delivers high quality technical, vocational and academic qualifications with clear progression pathways
- Embracing diversity with a highly visible and celebrated culture of inclusion, with a person-centred approach to learning
- Enabling our learners to access a wide range of opportunities that enrich their learning experience
- Providing support for learners and learning which is externally assessed as outstanding
- Delivering exceptional wellbeing support that empowers our learners to make positive decisions about their health and mental wellbeing
- Providing outstanding Careers Education, Information, Advice and Guidance that enables learners to make informed decisions about their future
- Developing highly ambitious learners able to progress and excel in their chosen field
- Ensuring easy access to learning to enable learners to continually upskill throughout their lives

Empowering a future workforce capable of competing in the **global jobs market** and delivering a more **‘sustainable’** future

We recognise our obligation to work with each learner so that they access a curriculum designed around the current and emerging needs of industry so that they progress and excel in their chosen field, and flourish in the global job market. By working together, we will deliver a curriculum which promotes sustainable strategies and practices both within our own organisation and wider society.

We are committed to:

- Becoming a leading FE provider in sustainability through a curriculum offer that supports demand for skilled professionals in new and emerging sectors
- Educating our learners on the causes and effects of climate change
- Providing education and training which increases the adoption of low carbon solutions
- Decarbonising the college estate to achieve net zero emissions
- Supporting businesses to grow in line with emerging skills needs securing their futures
- Producing industry-ready professionals through industry placements and work experience as core components of our study programmes and degree offer
- Ensuring our learners become highly skilled technical specialists who are ready for the future demands of industry and 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



Tomorrow's Employees winner in the Green Gown Awards 2024

STRATEGIC INTENT

Our strategic priorities provide the ‘roadmap’ for us on our journey to realising our vision. In order to deliver our longer term vision we will deliver against these five key strategic aims which will be our corporate priorities over the next three years:

EXCELLENCE

- Deliver an outstanding teaching and learning experience which results in outstanding outcomes for all learners
- Support for learners and learning which is externally assessed as outstanding
- Develop highly ambitious learners able to progress and excel in their chosen field

RESILIENCE

- Maintain sound financial health so we can continue to invest in our future
- Achieve targeted growth which enhances the student community and experience
- Invest in and empower our people to develop a resilient workforce with a high-performance culture

COLLABORATION

- Develop effective partnerships which secure our market prominence and add value to the College Group
- Design and deliver a curriculum which is informed and endorsed by key stakeholders
- Deliver a responsive curriculum which meets the skills needs of both the region and the industries we serve

RESEARCH AND INNOVATION

- Deliver industry-standard training in well-equipped learning spaces
- Embrace the use of digital and technological advancements to enrich the learning experience
- Establish a culture of research and knowledge exchange

SUSTAINABILITY

- Work in partnership to deliver a sustainable future



SPARSHOLT
COLLEGE GROUP

