

Annual Accountability Statement 2025-26



College Mission and Purpose

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

The Sparsholt College Group 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.

Strategic Aims and Objectives

Our strategic priorities (2024-2027) provide the ‘roadmap’ for us on our journey to realising our vision to ‘ensure that every learner who chooses to study with us, at whatever level, is inspired to realise their ambitions’.

In order to achieve our longer term vision, we will deliver against five key strategic aims which will be our corporate priorities:

► 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

► 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

► 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

► Sustainability

- ▷ Work in partnership to deliver a sustainable future

Context and Place

Andover College, the vibrant community college at the heart of Test Valley.

Sparsholt College, the specialist land-based college set in rural Hampshire.

The college campuses are both located within the Enterprise M3 (including all of Surrey) Local Skills Improvement Plan (LSIP) geographical area (Reference: <https://www.surrey-chambers.co.uk/future-skills-hub/>). This includes 17 boroughs and districts (Basingstoke & Deane; East Hampshire; Elmbridge; Epsom and Ewell; Guildford; Hart; Mole Valley; Reigate and Banstead; Runnymede; Rushmoor; Spelthorne; Surrey Heath; Tandridge; Test Valley; Waverley; Winchester; Woking) and sits across two County Councils - Hampshire and Surrey.

Up until the end of March 2024, three Local Enterprise Partnerships (LEPs) - Enterprise M3, Coast to Capital and Solent - separately led on bringing together employers and providers together to identify and respond to skills challenges across Hampshire and Surrey.

Since 01 April 2024, the LEPs' economic development functions and responsibilities - including skills - transferred to the two, upper-tier local authorities: Hampshire County Council and Surrey County Council.

Hampshire County Council developed the Hampshire Prosperity Partnership Board (HPPB) in June 2024 (replacing the role of the Enterprise M3 LEP) to work collectively across sectors and geography to the benefit of the regional economy.

The Hampshire Skills Partnership will advise the HPPB on skills and employment challenges and priorities and key policy developments. Its purpose is to work across Hampshire's skills system to influence and shape provision to meet the current and future needs of employers, individuals and communities; to support participation, opportunity and prosperity for all. It will support the work of the HPPB by raising questions related to skills and encouraging a two-way dialogue.

Andover College Context and Place

The Andover campus is a tertiary college, which has long served a relatively wide catchment area recruiting from local feeder schools within a 2-mile radius in the form of Harrow Way, John Hanson and Winton to further afield (but still accessible) in Wiltshire, namely Wellington Academy (Ludgershall), Stonehenge (Amesbury), St Josephs/Wyvern/St Edmunds (Laverstock, Salisbury) and Avon Valley (Durrington) and Danebury (Stockbridge) in Hampshire.

Learners study on a range of Further Education programmes in all bar one of the 15 sector subject areas (not Agriculture Horticulture & Animal Care), including some part-time adult provision. The dedicated Sixth Form Centre provides an extensive range of subjects at A Level, which students can also combine with our extensive range of vocational qualifications such as BTECs and Diplomas. The Professions Centre and Future Skills Centre host study programmes in vocational and technical subjects, from Entry 2 level to level 3, including T Levels and apprenticeships. Foundation Learning provision (Special educational needs) offers a flexible curriculum that prepares young people for adulthood, including access to the wider college vocational offer. Apprenticeship standards are delivered across nine subject sector areas, from level 2 to level 4.



The Communities We Serve (Andover)

At the Andover Campus, 62% of 16-19 funding is generated from South-East residents (almost all in Hampshire), with 37% from South-West residents (almost all in nearby Wiltshire) and only 0.3% from learners whose home residence is not in Hampshire (Hants) or Wiltshire (Wilts). When the analysis is taken down to Local Authority level, it shows 57% of the provision is to residents of the Campus's home Local Authority (Test Valley), with 20% from Salisbury and 12% from Kennet, leaving 11% from LAs that are further afield.

At the Andover Campus, 77% of adult non-apprenticeship funding is generated from South-East residents (mostly in Hampshire), with 23% from South-West residents (almost all in nearby Wiltshire) and nothing from learners whose home residence is further afield. When the analysis is taken down to Local Authority level, it shows 30% of the provision is to residents of the Campus's home LA (Test Valley), with 6% from Salisbury and 11% from Kennet, leaving 60% from LAs that are further afield (including 25% from other Hampshire LAs).

At the Andover campus, 62% of 16-19 funding and 55% of our Adult non-apprenticeship funding is generated from learners resident in 'Hampshire', with a further 37% 16-19 and 22% Adult non-apprenticeship funding generated by learners resident in Wiltshire. This leaves 1% of 16-19 and 23% of adult non-apprenticeship funding generated from learners not resident in Hants or Wilts.

Sparsholt College Context and Place

The Sparsholt campus, located three miles from the city of Winchester, provides extensive learning opportunities which attract a wide range of learners from the local area, from within Hampshire, nationally and internationally. The curriculum at the Sparsholt campus is predominantly specialist land-based with 80% of FE and all HE students in 2024-25 studying within provision defined as being in the land-based area of learning – SSA 03 Agriculture, Horticulture and Animal Care (*). Specialist teaching facilities used to deliver technical qualifications include a 180-hectare farm, engineering centre, fully licensed zoo, veterinary training centre, aquatic centre, 5-hectare horticultural facilities, salmonid rearing and trials centre, one hectare lake, in-house sawmill, equine centre, indoor and outdoor rifle ranges, game and wildlife centre, ancient woodland and wetlands area, sports centre, sports pitches and climbing wall. Foundation Learning provision (Special educational needs) occupy their own area of the campus offering a flexible curriculum that prepares young people for adulthood, including access to the wider college vocational offer. Apprenticeship standards are delivered across all areas of the land-based sector, at levels 2, 3 and 4. Approximately 400 students reside in on-site accommodation and a further 800 students use the Campus Bus Travel, which is our private fleet of buses which pick up from across the region.

(* technically speaking, the HE courses in Zoo Biology, Ecology & Conservation and Marine Ecology are actually in SSA2 – Science & Maths)

The Communities We Serve (Sparsholt)

A regional analysis of 2024-25 16-19 funding generated, split by College Campus and learner home region, shows that at the Sparsholt land-based campus the College generates 79% of its business from South-East residents, with a further 7% from the South West region (starting a few miles to the west). 2.4% of business is from learners from further afield, with some from outside the borders of England.

A regional analysis of 2024-25 Adult non-apprenticeship funding, split by College Campus and learner home region, shows that at the Sparsholt land-based campus the College generates 84% of its business from South-East residents, with a further 16% from the South West region (starting a few miles to the west). 0.3% of business is from learners from further afield.

For Sparsholt campus, on a 'Hampshire' basis (including Southampton, Portsmouth and Isle of Wight), the proportion of 16-19 funding generated by learners is 73%, and 70% of our Adult non-apprenticeship funding is generated from learners resident in Hampshire. 91% of 16-19 and 86% of adult non-apprenticeship funding is generated by learners resident in Hampshire, Wiltshire, Berkshire or Dorset.

Economic and Business Profile

The LSIP area benefits from a large economy of **£90.6bn GDP** and is a major contributor to the Exchequer.

Productivity is higher than the national average; driven by concentrations of digital and professional services jobs alongside strengths in education, research and development. This productivity is spatially concentrated – particularly in rural areas - although the area’s prosperity is influenced by significant commuting links to London and towns/cities in neighbouring areas.

The LSIP area benefits from a higher concentration of businesses compared to the region and the nation. However, business growth has been slower than average and heavily influenced by the pandemic. Around 8/10 businesses in the LSIP area are micro-businesses although the majority of the workforce are employed by larger organisations. Businesses that form and grow in the area have a strong chance of survival and benefit from dedicated support across numerous business support network organisations.

The LSIP area has strong employment with a rich concentration of knowledge-intensive traded services but also high concentrations in arts and entertainment local services. Although the area has very low economic inactivity, it also has a tight labour market due to low unemployment and high numbers of job vacancies - especially in education, sales, care and domestic help and hospitality and catering roles.

The LSIP area is relatively prosperous, with residents in Hampshire and Surrey on wage levels exceeding both regional and national averages. Advertised salaries in recent job postings reflect strong, above inflation wage growth. There are notable gaps between those who live versus those who work in the areas, attributed to elevated commuter incomes.

Related to this, the close proximity and accessibility to London and other, high-wage urban areas, fuels commuting opportunities that can make it difficult for local businesses to attract skilled talent.

Residents also pay some of the highest average house prices outside of London – particularly in Surrey. These strengths can sometimes hide the pockets of deprivation that are and will continue to impact on prosperity across some residents - including those with low to mid skills and in areas threatened by automation.

An ageing workforce across the area will also exert downward pressure on economic activity and have implications for the recruitment and retention of staff. There are also gaps in the inclusivity and diversity of the LSIP labour market.

Skills Needs: National Priorities

The National Skills Priorities have been agreed across Government and are areas with high volumes of vacancies which are expected to increase; long term structural barriers to recruitment, retention and progression issues; and are important in providing opportunities for employment in key growth areas such as green jobs and net zero, creative industries and science and technology. These sectors are:

- Advanced Manufacturing
- Creative Industries
- Defence
- Digital and Technologies
- Financial Services
- Life Sciences
- Professional and Business Services
- Clean Energy Industries
- Construction
- Health

The LSIP (published in August 2023) identifies nine key sectors and four cross-cutting skills deemed crucial to support local economic growth, boost productivity, and improve employability and progression. It highlights the Green Economy as a particular focus for the area presenting opportunities for diversification towards clean/low carbon technologies/products and to minimise reliance on risky global suppliers by onshoring and growing more local supply chains.

Key Sectors

- Advanced manufacturing and engineering
- Aerospace, space and satellite
- Construction
- Creative
- Health and social care
- Hospitality and tourism
- IT
- Land-based (including Animal health and welfare)
- Professional services
- Green economy

Cross-cutting skills

- Employability skills
- Digital skills
- Professional skills

Approach to developing the Annual Accountability Statement (AAS)

The College has engaged with a wide range of stakeholders to inform both the new overarching Strategic Plan 2024-27 and the Annual Accountability Statement. It has been developed considering the following:

- ▶ The national skills priorities identified by the government (Accountability Agreement Guidance).
- ▶ The ten regional skills priorities identified by the Enterprise M3 (including all of Surrey) LEP in the Local Skills Improvement Plan report (August 2023). This LSIP covers central and north Hampshire and all Surrey Colleges.
- ▶ The three cross cutting skills for the LSIP.
- ▶ The key conclusions and outcomes from the Regional Accountability Statement which was developed and published following the Local Needs Duty to Review forum in this region.
- ▶ Projects identified and funded through the Strategic Development Fund (SDF) in collaboration with central and north Hampshire and all Surrey colleges.
- ▶ Ongoing engagement with Surrey Chambers of Commerce who are leading the LSIP for the Enterprise M3 plus Surrey region
- ▶ Dialogue with local and county councils to ascertain their priorities in the region.
- ▶ The Economic Strategy for Hampshire- Committing to Prosperity 2025-2027.
- ▶ Labour Market Intelligence gathered directly through Employer Engagement activities and Industry Curriculum Boards (ICBs).

College Strategic Aims and Objectives	Impact and/or contribution towards national, regional and local priorities for learning and skills	2024/25 Objectives		National Skills Priority (N) LSIP Priority (L)
<p>Excellence:</p> <p>Deliver an outstanding teaching and learning experience that results in outstanding outcomes for all learners</p>	<p>All SEND learners will be able to access meaningful employment by advancing the SEND ‘Outcomes-led’ curriculum, positioning the College as a SEND Centre of Excellence</p>	<p>a. Introduction of Transition to College provision</p> <p>b. Extension of bespoke 14-16 provision</p>		<p>All</p>
<p>Resilience:</p> <p>Achieve targeted growth which enhances the student community and experience</p>	<p>Development of higher education offer in national and regional skills priority sectors</p>	<p>a. L5 Early Years Lead Practitioner Apprenticeship</p> <p>b. L4 Counselling</p> <p>c. L4 Ordnance Munitions and Explosives Technician</p> <p>d. Develop Level 6 Agriculture/ Horticulture Professional Advisor apprenticeship for 2025/2026 delivery</p> <p>e. Create and deliver an Agroecology named pathway for BSc agriculture alongside an update to curriculum promoting regenerative practices</p> <p>f. Deliver Access to HE- Veterinary Sciences pathway</p>		<p>Land-based (L)</p> <p>Animal Health (L)</p> <p>Green Skills (L)</p> <p>Defence (N)</p> <p>Health (N,L)</p>
<p>Resilience:</p> <p>Achieve targeted growth which enhances the student community and experience</p>	<p>Extend apprenticeship offer to address identified national and regional skills shortages (NSP, LSIP or via employer feedback)</p>	<p>a. Introduce 8 new standards to include:</p> <ul style="list-style-type: none"> • L2 Thatcher • L2 Sports Turf Operative • L2 Engineering Operations • L3 Safeguarding Support Officer • L3 Crop Technician (viticulture and container-based route) • L3 Senior Healthcare Support Worker <p>b. Develop a L3 Viticulture, L3 Lab Technician and Assistant Ecologist apprenticeship offers for launch by 2026/27</p>	<p>10 learners</p> <p>12 Learners</p> <p>12 Learners</p> <p>12 Learners</p> <p>12 Learners</p> <p>12 Learners</p>	<p>Health (N,L)</p> <p>Manufacturing (N,L)</p> <p>Land-based (L)</p> <p>Engineering (L)</p> <p>Life Sciences (N)</p>

College Strategic Aims and Objectives	Impact and/or contribution towards national, regional and local priorities for learning and skills	2024/25 Objectives		National Skills Priority (N) LSIP Priority (L)
<p>Resilience: Achieve targeted growth which enhances the student community and experience</p>	<p>Extend our transition to work programmes, maximising training and skills development opportunities for residents aligned to local need</p>	<p>Deliver:</p> <ul style="list-style-type: none"> a. Building Heroes construction project (Yr3) b. Skills bootcamp- Retrofit c. Skills bootcamp- Land-based d. Develop and deliver a short course offer in construction and MV to retrain local residents e. Extend and deliver a short course offer to raise awareness of the creative sector f. Develop and deliver a short course Agri-tech CPD offer to upskill existing workforce 	<p>72 learners 30 learners 30 learners</p>	<p>Digital (N,L) Construction (N, L) Health (N, L) Green Skills (L) Land-based (L) Creative Industries (N,L)</p>
<p>Excellence: Deliver an outstanding teaching and learning experience that results in outstanding outcomes for all learners</p>	<p>Improve awareness of careers that are in high demand (nationally/ regionally) or in key growth areas</p>	<ul style="list-style-type: none"> a. Career fair carousel showcasing employment opportunities in key growth areas b. Host a 'Defence' themed Careers event to showcase opportunities in national security and defence-related roles c. Skills Passports to incorporate learning linked to key growth areas 		<p>Digital (N,L) Clean energy industries (N) Creative Industries (N,L) Defence (N)</p>
<p>Excellence: Develop highly ambitious learners able to progress and excel in their chosen field</p> <p>Collaboration: Develop effective partnerships which add value to the College Group</p>	<p>Continue to increase the number of Employer Engagement activities aligned to national and regional skills priorities</p>	<ul style="list-style-type: none"> a. Extend number of key active employer contacts by 500 employers which, in turn, leads to an increase in employer engagement activities 	<p>+500 Active records</p>	<p>All NSPs All LSIP Priorities</p>

College Strategic Aims and Objectives	Impact and/or contribution towards national, regional and local priorities for learning and skills	2024/25 Objectives	National Skills Priority (N) LSIP Priority (L)
<p>Excellence: Develop highly ambitious learners able to progress and excel in their chosen field</p>	<p>Ascertain the College's contribution to meeting skills priorities</p>	<ul style="list-style-type: none"> a. Learner destinations will be tracked by standard occupational classifications b. Apprenticeship enrolments will be tracked by standard occupational classifications 	<p>All NSPs All LSIP Priorities</p>
<p>Resilience: Invest in and empower our people to develop a resilient workforce with a high-performance culture</p> <p>Research and Innovation: Embrace the use of digital and technological advancements to enrich the learning experience</p>	<p>Attract, retain and invest in high quality people who will train a future workforce to fill regional employment opportunities in skills priority sectors</p>	<ul style="list-style-type: none"> a. Female Veterans 'Step into Education' Course b. 'Life Beyond the Military' Course c. L5 Learning and Skills Teacher apprenticeship d. Develop staff skills in both the use of Artificial Intelligence in industry and emerging digital technologies/ advanced equipment 	<p>All NSPs Defence (N) Land-based (L) Animal Health (L) Digital and Technologies (N,L)</p>

Local Needs Duty

We are committed to our statutory duty to review how well education and training provided by the college meets local needs and to consider what actions may be taken to better meet those needs. In 2024, the governing bodies across the LSIP area conducted a review of the existing curriculum offer for the area (required every three years), determining how well this meets local needs and ensuring that learners have the skills needed to secure local employment.

We concluded that collectively we make a strong contribution to meeting local and national skills needs, and wish to continually improve this by proposing to:

1. **Expand** the curriculum offer to respond to emerging needs, relating to securing employment in both local and national skills priority sectors
2. **Collaborate** with other providers and organisations to strengthen the quality and resilience of local provision
3. **Promote** clearer progression pathways into local employment opportunities in priority sectors
4. **Capitalise** on duplication, as opposed to saturation, to offer more choice and opportunities to employers

The Annual Accountability Statement sets out actions to further deliver skills priorities.

Corporation Statement

This document, approved by the Board of Governors on 15 May 2025, is an agreed statement of purpose, aims and objectives to support local, regional and national skills needs and fulfils the statutory Local Needs Duty.

Supporting documentation

- ▶ Local Skills Improvement Plan
- ▶ Sparsholt College Group Strategic Plan
- ▶ Sparsholt College Group Annual Report and Accounts 2023-24
- ▶ Ofsted Inspection Report
- ▶ Ofsted Inspection of Residential Provision



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