

Three Year Strategic Plan

August 2017 to August 2020
including Annual Operating Plan 2017/18

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

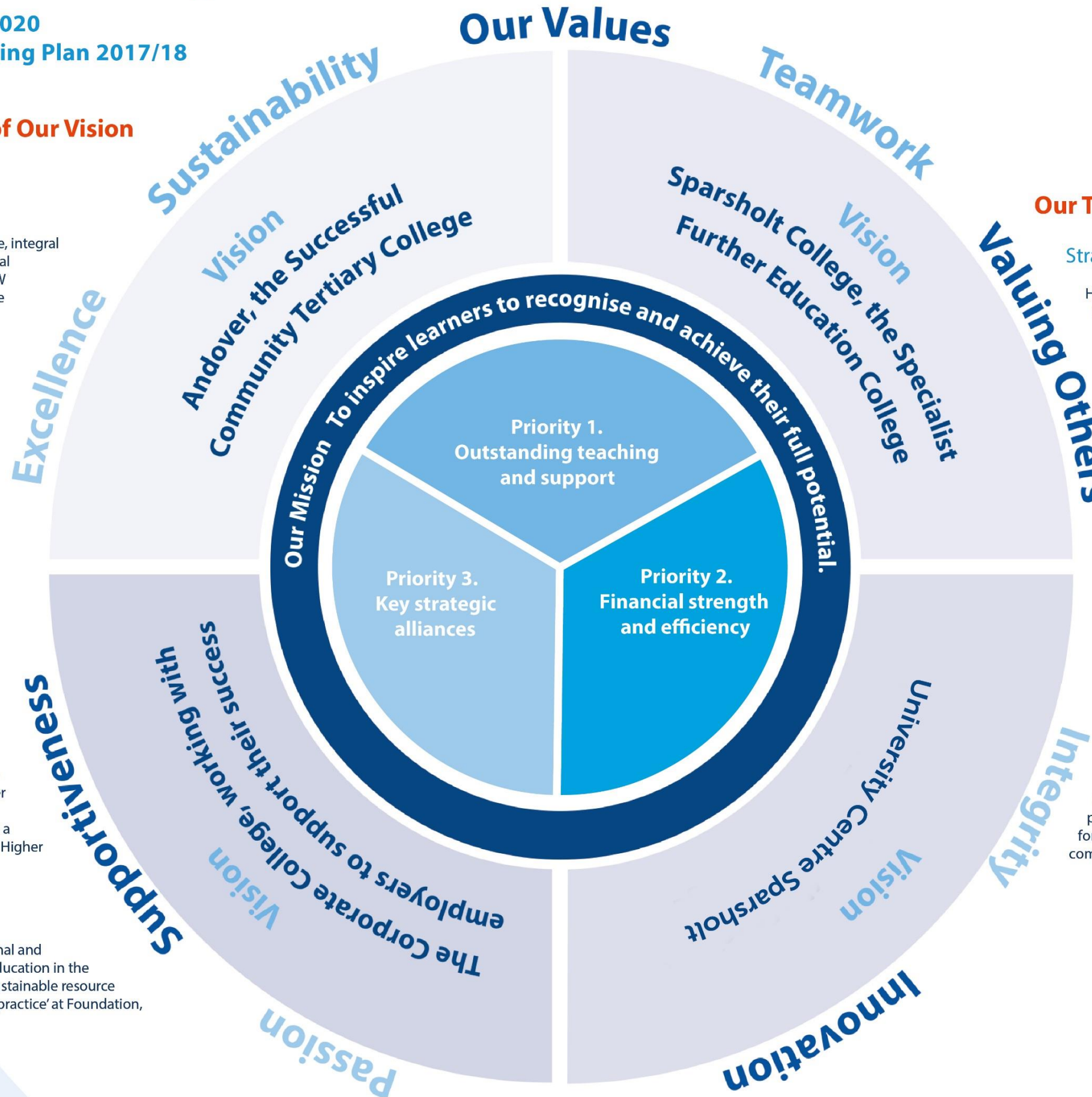
The expert trainer of choice for business and industry, providing a comprehensive offer characterised by high-quality timely and bespoke interventions and a suite of Apprenticeships that meet employer needs and positively impact on the success of their business.

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 2020)	Annual Milestone Objective (by August 2018)
<p>Objective 1: The profile of student outcomes is in line with the most successful educational providers in the UK</p> <p>Objective 2. Teaching, Learning and Assessment are self-assessed as Outstanding which reflects a knowledgeable, inspiring, flexible and innovative workforce.</p> <p>Objective 3. Provide rich learning environments complemented by the use of a broad range of innovative e-learning approaches.</p> <p>Objective 4. Support for Students is assessed as Outstanding which reflects a needs led and inclusive service.</p> <p>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.</p> <p>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.</p>	<p>1. Sparsholt FE achievement rates targeting the upper quartile</p> <p>2. Andover FE achievement rates and value added are within the upper quartile of General FE Colleges</p> <p>3. Higher Education achievement rates remain in line with Cultiva Colleges</p> <p>4. Self-assessment shows a profile of grades for curriculum areas with all curriculum areas showing 'Good' or 'Outstanding' teaching and learning</p> <p>5. HE TALO is consistent with the very positive QAA findings of 2014</p> <p>6. Management development programme is updated for 2017/18 and delivered successfully to all Managers, including provision for curriculum heads and front line supervisors.</p> <p>7. ILT Strategy demonstrates a positive impact on learning performance metrics and learner feedback.</p> <p>8. Teaching, Learning and Assessment Strategy is published and implemented.</p> <p>9. Role of work experience in all areas of the college adheres to 'Study Programme' requirements.</p> <p>10. College self-assessment shows 'Outstanding' for learner and learning support.</p> <p>11. Recruit FE and HE learner numbers in line with College strategic targets.</p> <p>12. Curriculum Plan for all market segments is approved by CEMR and Board and published.</p> <p>13. Publication of HE OFFA Agreement offer.</p> <p>14. 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.</p>

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 2020)	Annual Milestone Objective (by August 2018)
<p>Objective 7. Maintain strong financial management which sustains all College activity in order to facilitate outstanding curriculum delivery and reinvestment in resources.</p> <p>Objective 8. Implement a range of coordinated and complementary campus based commercial activities which deliver a profitable income to the college and add further to the learning potential for our students.</p>	<p>15. Achieve the planned budget surplus outturn position at July 31 2018 in line with approved budget set in July 2017.</p> <p>16. Develop a plan reduce the exposure of the college to large increases in pension contributions from the local government scheme.</p> <p>17. 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 2017/18 plan</p> <p>18. Confirm that the externally let catering operations contractor and new cleaning contractors are producing a good standard of services to the student and staff community.</p> <p>19. Research the opportunity to provide additional student hands-on work skills settings and work experience on the college campus through new commercial activity strands.</p>

<p>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.</p> <p>Objective 10. Have a comprehensive Information Systems strategy which enables ease of accessibility and an 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.</p> <p>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 college ISO 14001 Annual plan to effect further carbon efficiency and cost reduction.</p>	<p>20. Continue to develop and improve the resilience of the IT and telephony infrastructure at both campuses and cross campus.</p> <p>21. Implement and improve access and agility of services on and off-campus.</p> <p>22. Implement ProMonitor and ProPortal</p> <p>23. Devise and implement an effective solution for reflecting all aspects of the learner journey in the eLP of the college.</p> <p>24. Commission the new Regional (Rural) Centre for sustainable Low Carbon and Renewable Technologies and maximise the opportunities for existing learner involvement in new facility once the funds for the project have been secured.</p>
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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 and research communities.

Long-Range Objective (by August 2020)	Annual Milestone Objective (by August 2018)
<p>Objective 12. Have key learning and skills partnerships with trusted and reliable college and business partners.</p> <p>Objective 14. Provide Training Services to employers that provide CPD solutions which meets their business needs.</p> <p>Objective 15. Have beneficial relationships with a diverse range of organisations that are effective in extending the range of curriculum and or research offer.</p> <p>Objective 16. Have key international partnerships in place which lead to an increase in student numbers at Sparsholt or commercial training income.</p>	<p>25. Deliver high quality learning solutions to business, in conjunction with Associates and other colleges where the skills and contacts complement the College offer.</p> <p>26. Work on collaborative land based work strands with other land based colleges</p> <p>27. Deliver sector based campaigns of promotional activity and new approached to learning delivery which result in increased CPD.</p> <p>28 Coordinate and successfully deliver the £1.75 million ESF contract in conjunction with EM3 LEP FE colleges</p> <p>29. Develop a revised Apprenticeship Levy offer both for the college and subcontracted delivery</p> <p>30. Work closely with Enterprise M3 LEP to address Digital Skills and Animal Care development priorities for skills.</p> <p>31. Bid for an Institute of Technology (IOT) within the EM3 area with FE and HE Sector if an opportunity becomes available</p> <p>32. Assess opportunities to bid for funding from a range of organizations to increase CPD or specialist facilities or research by the college</p> <p>33. Develop a revised Research and near to market trials programme for the College through commercial and University contacts to support scholarly activity and/or commercial research.</p> <p>34. Develop relationships with UoP international agents to recruit international full time students to Sparsholt</p> <p>35. Build-on existing Specialisms to generate full cost training activity or other full cost consultancy which reinforce the expert reputation of the college.</p>