

Strategic Plan 2023-2026

CREATING BETTER FUTURES



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Rear view mirror

On 1st August 2023, South Hampshire College Group formed through the merger of City College Southampton, Eastleigh College and Fareham College. This group structure of three local Further Education (FE) colleges into a new regional college group came about through a Department for Education (DfE) review of post-16 provision in the local area. This review produced a strong evidence base to conclude that bringing together these three colleges would ensure a comprehensive, coherent, and accessible FE and Skills offer is available to meet the needs of the local area in a financially resilient and sustainable structure.

At the heart of the South Hampshire College Group purpose is the benefit to students, apprentices and our region's businesses. South Hampshire College Group will secure high-quality further education provision where it is needed most and attract inward investment for skills. The coming together of the colleges will support improvements in learning and teaching, improve facilities and learning resources, provide greater resilience in the wider support services students require and offer greater opportunities for a more enriched learning experience. South Hampshire College Group will help 'create better futures' for the diverse communities of students they serve.

South Hampshire College Group can now build on the foundational strengths of the three component colleges as it looks forward with ambition and clarity of purpose. Within the college group there is existing strength to be built upon and significant opportunity to be developed. The college group will continue to provide exceptional support for our students and achieve excellent outcomes, year after year. South Hampshire College Group will prepare students for their future successes, and the colleges' excellent links to local and regional employers will add value to our students' studies.

The large, and growing, apprenticeship provision at Fareham and Eastleigh Colleges, and the successes in the first waves of T Levels at Fareham College, and the

college's position as the lead FE provider in the South Coast Institute of Technology (IoT), will position South Hampshire College Group as the leading technical and professional further education provider in the region. Eastleigh College and City College Southampton have strengths in ESOL provision and progression pathways for Level 1 and Level 2 students which can be further developed. Eastleigh College has a large adult community and online education programme which can be further developed to support those adults and businesses looking to retrain and reskill.

As we embed the initial stages of the college merger and the strategic plan, we will aim to secure consistency in approach across the group but recognise and embrace the importance of local response to local needs and community interests. Consistency will be achieved in the application of policy, adoption of working practices, quality of learning and teaching, access to professional development and equity of working conditions.

The ambitions of this strategic plan are set within the framework of the business case put forward to the DfE for the grant funding received to facilitate the merger. The business case provides a framework of key performance indicators and metrics. Oversight, adoption and monitoring of this strategic business case is carried out by a top performing Board, comprising strategic leaders, professionals and expert in their field to support and challenge the executive to realise the college purpose. Our strategic plan sets out the road ahead for South Hampshire College Group. It is our top-level plan and defines within it our golden threads for operational delivery and impact assessment. For each priority within the plan, the corporation measures performance over time, able to respond and react to deviations from the plan, whether they are positive or negative, internally or externally influenced. Our strategic plan is a long-term outlook, our operational plans which underpin it contain our short-term targets and measures.

Foreword from the CEO



I am delighted to present this strategic plan for South Hampshire College Group. This new college represents the best of the region's further education provision, and it's my firm belief that South Hampshire College Group will have significant positive impact on the lives and outcomes of the many people, employers and communities the college works for and with.

Our new college will be an important influencer on positive social mobility, delivered through education for young people, apprenticeship training and adult reskilling. The college campuses are important assets to their communities and, as a group, the college is an important driver of economic development. It's important the college campuses remain committed and responsive to their local communities needs and interests, whilst collectively as a group the college is agile and responsive to policy and economic change.

South Hampshire College Group is also a regional Further Education 'anchor institution'; our college is the lead FE college in the South Coast Institute of Technology, the lead provider in the Local Skills Improvement Fund, an innovator in online learning, a pioneer of T Levels, an inclusive college for students with additional needs, a college that supports students who speak English as a second language, the largest apprenticeship provider in Hampshire and much more.

I very much look forward to working with our Corporation, staff and stakeholders in shaping and delivering our college values and ambitions, and striving to be an outstanding college in which to learn and work.

Andrew Kaye

Chief Executive Officer

Foreword from the Chair



I am proud and privileged to be Chair of South Hampshire College Group and I am passionate about the key role that governance has to play in driving excellence in our new college. The student experience and ensuring we instil a sense of belonging will be critical to our success.

We have recruited a Board with a rich blend of skills and experience. It includes Governors from the three former Boards and people who have been newly recruited as well as Staff and Student Governors. The Board will play a vital role in overseeing delivery, providing constructive support and challenge, and holding senior leaders to account.

We recognise that the new College is nothing without its staff and that together we must shape our future to release exciting opportunities for our communities and students. Wellbeing and opportunities for developing staff potential, building on individual and team strengths, will be key to our vision.

I am excited to be here at the start of this exciting new beginning and will lead a top performing Corporation to deliver on our clear commitment to create better futures for our students and communities.

Sandra Prail

Chair of the Corporation



The road ahead

South Hampshire College Group will be a regional anchor institution through our continued leadership roles in:

- The South Coast Institute of Technology and the roll-out of Higher Technical Qualifications.
- Our role in the development of the initial waves of T Levels and Transition to T Level programmes.
- Development of the Solent Local Skills Improvement Plan and the college's leadership role in the Local Skills Improvement Fund.

Over the last 7 years, £40m of investment has transformed the campuses at Bishopsfield Road and the Solent Enterprise Zone into a modern FE college which is easily the best equipped in the region and rivals the best in the country. Planned investment in equipment, through T Levels, the Local Skills Improvement Fund and the Institute of Technology, will enable South Hampshire College Group to achieve standards that are the best in the sector.

The new college group is now able to direct much needed additional investment into the improvement of facilities and resources at Southampton and Eastleigh Colleges, to level-up to the best standards in the sector and to introduce new T Level and Higher Technical pathways.

South Hampshire College Group's excellent links with employers enable the college to support students' industry placement options, and workforce industry exchange programmes for teaching staff, provide students and staff with insight to current industry standards, open doors to apprenticeships and employment, share equipment and work collaboratively.

Our ability to meet the government policy objectives in the FE Whitepaper, 'Skills for Jobs: Lifelong Learning for Opportunity and Growth', is already deeply embedded in the way the component colleges work:

- Putting employers at the heart of the system;
- Investing in higher technical qualifications;
- Making sure people can access training and learning throughout their lives;
- Supporting excellent teaching in further education.

This strategic plan therefore aims to build further on these strengths for the benefit of the wider community of the South Hampshire region, continuing to work collaboratively with a range of education providers at secondary, further and higher education level.

It is through this collaboration that school leavers, local and regional employers and their employees will benefit greatest from the potential of further education. Through the course of this strategic plan, South Hampshire College Group intends to lead these collaborations and remain open to developing the group structure further through additional college-to-college merger, over time further consolidating the current competitive post-16 landscape to a better distributed, larger, more coherent and collaborative College Group.

Our context

The three campuses of South Hampshire College Group sit within the Solent LEP region and are within Hampshire County Council. City College Southampton is within the Southampton City Council Local Authority, Fareham and Eastleigh are local government districts with borough status.

The colleges all sit within the region covered by the Hampshire Chamber of Commerce. The Hampshire Chamber is leading the development of a Local Skills Improvement Plan set within the existing boundaries of the Solent LEP (a separate LSIP is in development for the north of the County, EM3 LEP boundary).

The Solent economy has a population of 1.24 million, 42,000 businesses, GVA of £31 billion, and is part of the wider South East economy valued at £240 billion GVA. It has a range of assets that are globally renowned, a strong SME and skills base, and a thriving research community through its universities and research institutions.

Economic Outlook - Solent LEP

Data from the Office for National Statistics (ONS) puts total employment in the Solent at around 522,500 jobs (2021) and lists health (14.7%), retail (11.1%) and education (9.4%) as the three largest employment sectors locally. Other important employment sectors in the Solent include tourism and hospitality (8.0%), recreation (4.2%) and construction (5.7%)

Overall, the labour market engagement rate in the Solent stands at 78.0%, which is lower than the averages across Hampshire (79.8%) and the wider South East region (80.4%). In addition, data shows that within the Solent there are over 54,000 economically inactive people who want to re-join the labour market.

Solent Local Skills Improvement Plan







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Purpose

(Our reason for being)

Creating Better Futures

Mission

(Our actions)

To enable all our students and apprentices, and our region's businesses to be successful in their future, achieving their highest aspirations and standards, through exemplary technical and professional education and training.

Vision

(Our future aspirations)

- We will lead a better distributed, accessible, and collaborative group of South Hampshire Colleges.
- Through this, and with the commitment of our highly-valued people, we will provide excellence in professional and technical education and training across a wide community of students and employers in the Solent region.
- Our work will support the skills needs of employers and improve regional productivity, economic development and social mobility.
- We will be an agile organisation, constantly developing and improving.
- We will be responsive to policy and reforms in further education, and be adaptive to the changing needs of the region's employers.
- We will be a financially resilient and sustainable Further Education college, valuing the need to invest in our people and infrastructure.

SHCG IN NUMBERS

CAMPUSES

6

TURNOVER

£43.680m



STUDENTS

FULL-TIME 3,600



PART-TIME 4,500



HIGHER EDUCATION 500



APPRENTICES

1,200



STAFF

650



Our organisational culture

Our organisational culture is our personality and character; it's made up of our shared values, how our people behave and interact, how decisions are made and how we approach our work. The way in which we approach our work is as important to our people, our students and our communities as the work we do.

Our organisational culture is the golden thread connecting everything we do; it's led by the Board and the Executive and Senior Leadership Team, and embedded in the work we carry out with our people, our students and our wider stakeholders.

We are proud to be SHCG because we are deeply committed to our purpose and strongly believe in our values.



Collaborative

We recognise we are stronger together and greatly benefit from working in partnership, within and outside the college.

Inclusive

We are individually and collectively, proactively inclusive. We always treat others with respect, value diversity and ensure we are supportive of one another.



Aspirational

We aim to create better futures with high expectations, professional standards and innovative approaches.

Our people

This strategy will be achieved with the support and commitment of fully engaged and motivated people who are proud to work for South Hampshire College Group.

Our people are;



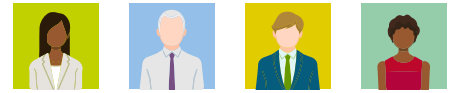
Responsive and adaptive
to change, creating new opportunities for meeting new challenges.

Creative, imaginative and entrepreneurial
professionals in their respective fields.

Collaborators
who promote the benefits of team working through collaboration for wider and greater impact.



Passionate professionals committed to continually improving themselves and ultimately the experience and success of our students. Proud to uphold high levels of professional standards in their approach to work and behaviours.



Empathic, focused on developing a respectful culture, understanding of others perspective and personal experiences.



Honest and truthful leaders, who will represent the college, their teams and their responsibilities with integrity.



Accountable for the impact of their actions in relation to the reputation of the College, the outcomes of students and their personal performance.



Our strategic priorities

Provide outstanding education, training and support

Benefit employers' skills needs

Sustainable, agile and resilient

Creating Better Futures

1

Provide outstanding education, training and support

We will create better futures by enabling all our students and apprentices, and our region's businesses to be successful through the provision of outstanding education, training and support.

Our success is determined by the future success of our students. Setting and maintaining high expectations of the success of our students and apprentices secures our reputation as the education provider of choice in the region. Excellence in learning and teaching lie at the heart of the college and will ensure that students are

well supported to be successful, whatever the future holds for them.

We will invest in the support services required to safeguard our students and enrich their college experience.

We will encourage and invest in staff development in the widest possible breadth to ensure that our people are well-equipped to provide the very best educational experience for all our students and apprentices.

We will...

- deliver consistently outstanding teaching, learning and assessment.
- provide consistently outstanding support for our students and ensure their future success is at the heart of all that we do.
- set high ambitions and have high expectations for our students and apprentices, celebrating their progress and employability.

and as a result, ...

- ✓ over 90% of students and apprentices say they would recommend South Hampshire College Group, by 2026.
- ✓ over 90% of students and apprentices will progress to positive destinations related to the intention of their studies, by 2026.
- ✓ Ofsted will determine us to be an outstanding college by 2025.
- ✓ Our achievement rates for all provision types will be consistently in the top 20% nationally, by 2026.

Benefit employers' skills needs

We will create better futures by supporting the skills needs of employers, which will improve regional productivity, economic development and social mobility.

Our curriculum is influenced by, and aligns closely with, the skills needs of the local area. Employers play an important role in the design, development and resourcing of our T Level, apprenticeship, and adult reskilling / retraining curriculum.

Each curriculum area will facilitate industry-led forums or boards to support and influence the curriculum to ensure the best possible response to local skills needs.

We have a broad curriculum portfolio which offers choice for school leavers and adults looking to retrain and reskill. Courses are

offered at all levels and are predominantly focussed on professional and technical qualifications.

We will extend our curriculum and training offer, in line of sight to employment, so that local school leavers are able to access the widest possible range of options for their post-16 education at their local college. We will ensure, as far as possible, our curriculum offer is accessible to students according to their need and locality.

We will extend our Higher Education offer and use our University Centre status and our leadership of the South Coast IoT to strengthen our position as a Higher Education in Further Education provider.

We will...

- ensure we provide first class apprenticeship training in our region.
- establish strong and meaningful partnerships and collaborations with a range of stakeholders to add value to our customers.
- review and respond to skills demand in the region.
- further develop a broad range of high-quality T Levels, relevant to workforce demand.
- increase our range of programme levels, from 1 to 6, in partnership with other providers where appropriate.
- increase our breadth of post-16 provision to enable access to all options relevant to school leavers in reach of the college.

and as a result, ...

- ✓ employer surveys will show satisfaction rates above 90%, by 2026.
- ✓ our curriculum will meet local skills needs and all study programmes will be endorsed by regional and local employers.
- ✓ our Full-Time enrolment will increase from 3,600 to 4,000 over the duration of this strategic plan.
- ✓ our Higher Education provision will double over the duration of this strategic plan, with strategic development and growth through the IoT.
- ✓ we will lead the skills agenda in the region.
- ✓ we will become the regional FE anchor institution.

2

Sustainable, agile and resilient

We will create better futures by ensuring we provide the leadership and governance required to be sustainable, agile and resilient. We will:

- Ensure sustainable development of people and culture;
- Be agile in our response to policy and change;
- Deliver resilient finances, facilities and infrastructure.

We will develop our people so that they are skilled and equipped to be successful in their current job roles and be prepared for the next stages in their careers.

Further Education has a fundamental role in systems leadership to drive regional economic improvement through education and workforce training and reskilling. We will work, in partnership and collaboration, to respond to policy in line with recommendations from the FE Whitepaper, 'Skills for Jobs: Lifelong Learning for Opportunity and Growth'.

We will continue to develop our facilities and resources to secure further improvement for the college and

its stakeholders. Our facilities will be developed in consultation with, and supported by, our key employers.

We will invest in new resources and infrastructure to keep up to date with the standards required by the employers we work with, this will require carefully considered and adequately funded investment. We will ensure our staff and students have the tools they need to work, study and train effectively.

We will seek to continually improve through critical self-reflection, focussed professional development and agile behaviours. As a people-centred organisation, we will value the health and well-being of our people and embed our diversity and inclusion practises.

We will capitalise on the opportunity we have secured through merger to become a financially resilient and sustainable college, able to respond to change and adapt as required.

Through effective leadership and governance, we will track our delivery and impact to ensure that we make agile, evidence-based decisions responsive to changing circumstances and remain resilient.

We will...

- use performance development and review to create talent, enhance positive behaviours and build inclusion.
- measure and develop the consistency of excellence in delivery in all aspects of the work we carry out.
- develop a wide collaboration of education providers with shared values working to improve regional outcomes.
- respond to government policy in further education to benefit from investment and drive improvement.
- impact positively on the Solent Skills Action Plan and Local Skills Improvement Plan.
- extend the use of digital technology to enhance teaching, learning and assessment and improve the services offered.
- provide world-class facilities and resources for all our students and staff.
- ensure health, safety and safeguarding is routinely embedded in the work we do.
- professionally develop and invest in our people.
- ensure the college group is financially secure, resilient and sustainable.

and as a result, ...

- ✓ all staff will have the opportunity for professional learning and development in their job roles.
- ✓ our employee engagement and staff well-being will be high, 90% of staff will say SHCG is an employer of choice, by 2026.
- ✓ our networks of stakeholder will benefit from our work and contribute to our development.
- ✓ investment into the college, over the duration of the strategic plan will continue to drive improvement in the estate, resources and innovation in pedagogy.
- ✓ our IT systems will be secure, reliable and support outstanding teaching and student support.
- ✓ our approach to health, safety and safeguarding will be rigorous, scrutinised and impactful.
- ✓ we will have good financial health by 2026.



Diversity, Equity, and Inclusion objectives

- We embrace diversity, recognising that differences bring unique perspectives, experiences, and talents, which enrich a community, institution, or workplace.
- We create equality of opportunity through the fair and just distribution of resources, ensuring that all individuals have access to the appropriate opportunities for success.
- We recognise that different individuals or groups may require different levels of support or accommodations to achieve equality and success.
- We create an environment where all individuals feel welcomed, respected, and valued, regardless of their differences.
- We role model inclusive behaviours and strive to achieve a sense of belonging ensuring our diversity, equity and inclusion objectives are deeply embedded into our daily activities.
- We measure our impact, through a maturity matrix, to ensure our approach is deeply embedded and continuously improving.

Sustainability goals



Marine Hybrid Technology at The Marine Skills Centre

- We will carry out our work sustainably by promoting environmental impact reduction, lowering our carbon footprint and educating our students on the causes and effects of climate change.
- We will champion sustainability in our curriculum and through our actions.
- We will monitor and report our performance through our Climate Action Roadmap.



The Energy Hub at Fareham

EASTLEIGH COLLEGE

Chestnut Avenue
Eastleigh
Hampshire
SO50 5FS

**CITY COLLEGE
SOUTHAMPTON**

St Mary Street
Southampton
Hampshire
SO14 1AR

**MARINE
SKILLS CENTRE**

Hazel Road
Woolston
Southampton
SO19 7GA

**FAREHAM COLLEGE
BISHOPSFIELD
ROAD CAMPUS**

Bishopsfield Road
Fareham
Hampshire
PO14 1NH

CEMAST CAMPUS

1 Meteor Way
Broom Way
Lee-on-the-Solent
Hampshire
PO13 9FU

CETC CAMPUS

3 Meteor Way
Broom Way
Lee-on-the-Solent
Hampshire
PO13 9FU