



**2020**

**STRATEGIC PLAN  
2017-2020**



**STRATEGY**

# Foreword

The further education sector is experiencing unprecedented levels of change and transition. In addition, the pace and extent of development in the businesses that we serve requires a further education sector that can provide a skilled and capable workforce. Our ambition is to be the college of choice for technical and professional training by competing at the highest level in today's competitive post-16 market.

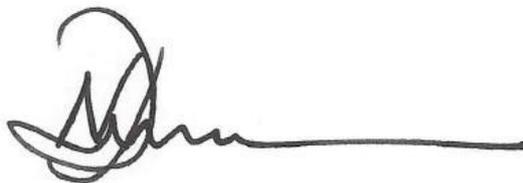
To do so, Fareham College is evolving with a focus on providing high-quality value for money programmes and services. Our vision is to create a college of further and higher education recognised locally, regionally and nationally for its technical, professional and academic rigour, where students and the College work in partnership with business, parents, carers and the local community.

Our future students will be proud to have been 'Made in Fareham', progressing into their futures full of ambition, aspiration and achievement, while being valued by the world of work and society.

Fareham College is on a journey to become an organisation with a dynamic, successful and sustainable future. Over the next few years, Fareham College will continue to establish its reputation as a first-class further education college, with specialisms that reflect the needs of our stakeholders.

Our students will always be the indispensable factor and influence that gives the College its strength and vitality, our *raison d'être*. We want to do our best for them, to make them proud of being 'Made in Fareham'.

This strategy explains how we are going to achieve our vision for the future.



Nigel Duncan  
Principal and Chief Executive



Russell Kew  
Chair of Corporation



# Introduction

This strategy is a key stage in a continuing process that sets out our intentions in 2020, allows them to be measured and checked so we can assess our progress against the targets we set. It can also be changed as events unfold and new challenges emerge. It is therefore both a statement of intent and a key management tool, but is nothing less than the blueprint for leading and managing change.

The strategy is how the College will realise its Mission and Vision.



The Strategic Plan sets the direction of travel for Fareham College and describes a culture of exciting change covering the next three years, 2017-2020. It is a statement of our priorities, but it is neither a prescriptive nor exhaustive list. It should be regarded as a description of the main terms of a new compact between the College and all its stakeholders.

The Fareham 2020 strategic plan sets out the aims and ambitions we hope to achieve over the next three years; it has been written within a complex, changing and challenging educational environment. Underpinning the strategic plan are development plans and success targets (KPIs). These will be under continuous review by management and the Corporation to ensure timely and measurable delivery.

Our strategic vision is for Fareham College to become a technical and professional hub for the Solent region and wider afield, with a reputation for technical and professional excellence. We aim to establish the College as a destination for all those seeking to develop technical and professional careers by creating the 'go to place' for employment and higher skills.

This will be achieved by creating a vibrant and rewarding learning environment, where students and stakeholders work together to contribute to their own and the nation's prosperity and economic well-being. We will become a leading Further Education College with the ability to offer in-demand specialist technical and professional skills, responding to the most recent evidence for future skills and employment growth, in both the Solent and South Hampshire economies.

We will set out our intentions to make learning accessible to all, taught and supported by qualified and confident professionals who are passionate about learning, ambitious and who will act as ambassadors for the College and their respective sectors of industry. Our ambition is to ensure that enduring values of service and education are translated fully into a world-class 21st century college.

Our success will be defined by the creation of a learning organisation that provides for professional and personal development, in a culture of innovation and excellence while ensuring everyone can contribute to student success through continuous improvement and learning.

It is our intention that every plan or project delivered within the college will clearly link back to this strategic plan and contributes to our success.

# Business Planning Cycle

The Strategic Plan will be rigorously supported, driven and continually renewed by an annual business planning cycle which engages staff at all levels throughout the College and informs all key decisions. Staff must be aware of the inputs that the planning cycle requires, and when those inputs must be made. They also need to understand the importance of the decisions that are made as a consequence of that input.

The annual cycle operates within the three-year strategic planning cycle, with a complete self-assessment and annual business plan being produced each academic year. It is also driven by many external factors including funding, the needs of business and external and internal market forces.

The strategic plan is underpinned by a series of College strategies that relate to specific areas of delivery and these include:

- Accommodation Strategy
- Apprenticeships Strategy
- Curriculum Strategies – 16-19, Skills, HE, English and Mathematics
- Equality and Diversity Strategy
- Financial Plan
- Human Resources Strategy, including workforce development
- IT Strategy
- Learner Voice
- Marketing and Public Relations Strategy. Inc. strategies for each of our key markets, i.e. 16-19 year olds, adult learners, international, apprenticeships, higher education and full cost
- Quality Strategy inc. Annual Self-Assessment Report and Quality Improvement Plan
- Teaching and Learning Strategy



# Our Purpose 2020

To improve individuals' life chances and career options. To support local economic development through education and training.

## Our Vision 2020

Our vision is that by 2020 we will be a further education college that achieves excellence in all areas of work that we do, inspiring learners, creating opportunities and changing lives by:

- Delivering high quality teaching, learning and assessment by highly effective and dedicated staff
- Delivering a rich, inclusive and holistic student experience that provides our students with a 'direct line of sight' to sustainable careers
- Leading innovation in learning and skills
- Delivering a responsive and accessible curriculum that provides opportunities and supports the development of the local workforce and the regional economy
- Working in partnership to deliver a better future for all our students.

## Our Mission 2020

To prepare our students for meaningful careers through the provision of outstanding technical and professional programmes of study and apprenticeships.

## Our Values and Beliefs

Our core values express what the College stands for and how we will conduct ourselves as an organisation. The College's three core values have been developed with our staff and students.

**RESPECT:** We will create a culture where **respect** is key for all that work, study and visit Fareham College

**INNOVATE:** We encourage **innovation** in design, development and delivery of our curriculum

**EXCEL:** We expect **excellence** in staff and student performance

Our core values underpin our strategies, policies, objectives and procedures by providing a basis and a reference point for everything that we do. These values and beliefs will guide our conduct and that of our students.



# Our Future 2020

## Priorities to guide our future

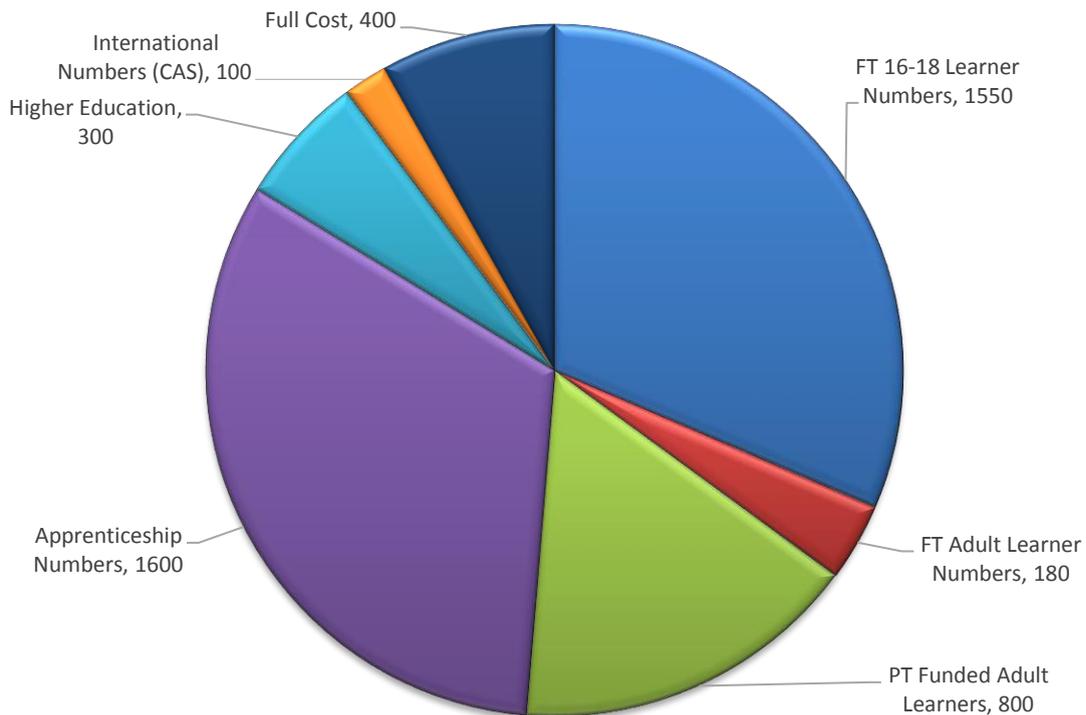
We have identified **six strategic priorities**. Within these priorities, we identify the themes and some changes we need to make to deliver our purpose and realise our vision. Fareham College will be an organisation in which:

<b>1</b>	<b>S</b> tudents: Our student and apprenticeship numbers will grow as a result of delivering excellence in teaching, learning and assessment supported by a systematic campaign of PR and communications that positions Fareham College as the Further Education College of choice in the Solent region.
<b>2</b>	<b>S</b> taff: Our staff are qualified and confident professionals who are passionate about learning, ambitious and will act as ambassadors for the College and the business sectors they serve.
<b>3</b>	<b>S</b> takeholders: Our stakeholders will be encouraged to contribute to the overall success of the College through partnerships that are mutually beneficial.
<b>4</b>	<b>S</b> kills: Our responsive technical and professional curriculum will develop a range of skills that reflect the needs of the local economy, the businesses and the individuals we support.
<b>5</b>	<b>S</b> ystems: We will continue to develop our management, learning and support systems to improve the experience and efficiency of our operations
<b>6</b>	<b>S</b> tudy Facilities: We will continue to invest in our learning environments to enhance the student experience, and to support the development of our provision.

# Our Provision 2020

## By 2020, Fareham College will deliver:

- Technical and professional Study Programmes to post-16 learners
- Traineeships and Apprenticeships
- Higher Education, levels 4-6
- Workforce development programmes for employers
- International programme
- Learning for personal development and leisure
- Learning for professional development
- Specialist training working in partnership
- A comprehensive set of services to business, including lettings, conferencing and consultancy

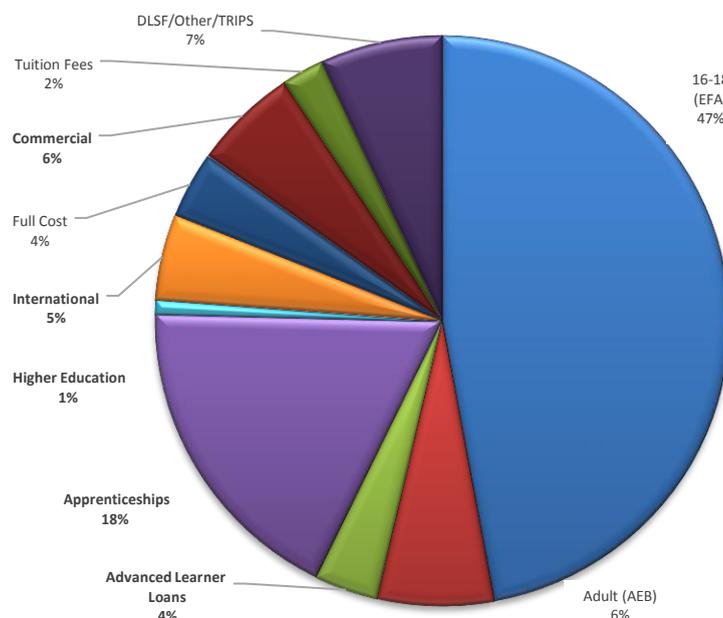


# Measuring Our Success

By 2020, Fareham College will achieve:

## Turnover at £16 million

As we launch this strategy we have a growing business portfolio and allied enrolments through which to maintain and grow our future funding levels for young people. We anticipate changing business profile for the College, which includes an increase in apprentices to 1800 by 2020 and growth in income streams such as higher education, international, Advanced Learner Loans and commercial revenue to offset an anticipated reduction in the Adult Education Budget funding. This, combined with a prudent approach to cost reduction and efficient delivery of services, will ensure a profitable and sustainable organisation for the future.



## Quality – A college that achieves excellence

Our ambition is to create a culture that enables staff and students to succeed. Through excellent leadership and governance, we will ensure that staff have the necessary resources to deliver outstanding teaching and learning and that our systems are efficient and fit-for-purpose. Everything we do will focus on improving outcomes for our students.

## 90th percentile achievement rates

Our ambition is to realise achievement rates that place Fareham College in the top 10% of providers in England.

## Reputation

Against a difficult and uncertain financial landscape, we will continue to invest in what makes Fareham College the 'go to place' for technical and professional provision. We will create long-term relationships with our customer-base to develop loyalty to the College brands. We will be the provider of choice for this provision and reinvest the outcomes of our success in our students and staff.



1

**Students:** Our student and apprenticeship numbers will grow through a systematic campaign of careful PR and Communications supported by excellent customer service.

We will have a **student body who are engaged**, proud of their college and hungry for success. We will create a respectful, innovative and excelling culture that will empower students to achieve excellence in whichever field they choose to study. In support of this we will integrate student engagement into the operating processes of all aspects of the College.

**By 2020 Fareham College Students will be:**

**Employable:** Having strong connections between college and employers through mentoring during the transition to work.

**Independent learners:** Able to access learning on-site, off-site and online.

**Inspired and excited:** Enjoying the experience of learning for the purpose of personal development and professional reward.

**Well Informed:** Understanding the demands of advanced levels of study. Taking advantage of and accessing support for high order thinking and learning through the acquisition of knowledge, assimilation and research techniques.

**Digitally intelligent:** Taking full advantage of the media-connected world (media-savvy), both to enrich the content of studies and to enhance their independent learning skills.

**Demanding:** Having high expectations of service, content and teaching and learning.

**Collaborative:** Part of a learning community that adds value and leads to solution and innovation.

**Influential:** Expecting to be heard and displaying positive attitudes in doing so.

**Confident:** Prepared for the next stage in their career and able to use their personal attributes to enhance life chances.

**Entrepreneurial:** Ready to engage in innovation, have an entrepreneurial mind-set and be willing to take informed and managed risks.



2

**Staff:** Our staff are qualified and confident professionals who are passionate about learning, ambitious and will act as ambassadors for the College and the business sectors they serve.

We believe that continuous professional development is a key fundamental driver for change and improvement in an organisation, and we hold the effectiveness of college staff as our most important resource.



**By 2020 Fareham College staff will be:**

**Responsive & adaptive:** Responsive to change, creating new opportunities for meeting new challenges.

**Creative, imaginative and entrepreneurial:** Innovators, professionals in their respective fields and commercially aware.

**Collaborative:** Promote the benefits of team working through collaboration and taking pride in their work and the college.

**Passionate professionals:** Role models committed to continually improving themselves and ultimately the experience and success of our students.

**Accountable:** Understand the impact of, and take responsibility for their actions, particularly in relation to:

- The reputation of the College
- The outcomes of learners
- Their personal performance



<b>3</b>	<b>Stakeholders:</b> Our stakeholders will be encouraged to contribute to the overall success of the College through partnerships that are mutually beneficial
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Over the next three years, the need to strengthen our work with stakeholders will be imperative to the success of the College.

As the economic landscape develops and becomes more transparent, it is foreseeable that the financial pressures the education sector has faced in recent years will not lessen therefore there will be a stronger business necessity to create new partnerships to share knowledge, skills, resources and vision.

The requirement for Further Education to reduce its reliance on government funding and place more responsibility on employers paying for education and training will likely continue.

Critical to this is the need to ensure that Fareham College has a strong set of brands and a positive reputation for engagement and performance, recognised and held in high regard by stakeholders that can influence the success and direction of the College.

We will seek stakeholders with whom we can build lasting relationships to benefit our students, our staff and our community.

The College has invested significantly to reinvigorate its business links capacity and will place this operation at the forefront of its future developments to ensure an industry-led approach to education. Employers will have the opportunity to co-design the curriculum experience and delivery model, to drive their success through collaboration with the College.

Over the lifetime of this plan, where it is considered cost effective / profitable and has a positive impact on the local economy or the needs of the local community, we will drive an honest and transparent dialogue with our partners and will continue to be enthusiastic about collaboration, partnership and employer-led initiatives.

**By 2020 Fareham College’s stakeholder relationship will be:**

**Responsive to employer needs:** Responding to and developing through a set of strategic partnerships and collaborative arrangements to create new opportunities for the organisation.



**Aligned to the local, regional and national strategy:** Working in partnership with organisations representing national and local interests. Working together with respective priorities aligned.

**Collaborative and Innovative:** Collectively identifying new opportunities that will benefit business, staff and students. To include the possibility of formal partnerships



**Reputationally strong:** We will create a working reputation for delivering innovatively and efficiently on our commitments.

## 4

**Skills:** Our responsive technical and professional curriculum will develop a range of skills that reflect the needs of the local economy, the businesses and the individuals we support.

Education is evolving and the time is ideal for Fareham College to embrace a contemporary education ethos within a commercially enabling environment. Our skills provision will be developed in partnership with students, partners and local stakeholders placing increasing value on the developing complementary technical/professional skills with employability skills.

Higher education will continue to be a priority throughout the lifetime of this strategy. The emphasis will be to provide high-quality, academically challenging provision that is accessible to all. We wish to attract academically talented technical/professional individuals from across the Solent, but also those who have not traditionally seen higher education as appropriate for them.

It is important that we also develop the softer workplace skills that are so often needed by employers, such as: problem-solving, entrepreneurialism, team working and communication. These employability skills, combined with literacy, numeracy and ICT, will continue to be developed in all full-time study programmes and apprenticeships.

It will be vital to stimulate a greater number of local businesses working in collaboration with the College to achieve an all-important industry-led approach to skills development. The College will work directly to build the capacity to help provide the higher skills talent from within the region to take advantage of the future growth in jobs.

We will embrace the pace of change in technological advancement and prepare our students to be adaptive and responsive.

### **By 2020 Fareham College's skills provision will be:**

**Aligned and responsive:** A skills portfolio that will provide a programme of study both full-time and part-time that meets the needs of local businesses, stakeholder groups and the wider economy.

#### **Proudly focused on advanced technical and professional skills:**

Responding to the Solent Local Enterprise Partnership's forecast for rapidly increasing demand for higher technical and professional skills. Increasing recruitment and progression to level 6 programmes

**Flexible and adaptable:** Developing provision that meets the needs of young and adult learners, full and part-time, college-based and work-based. Using technology wherever appropriate to ensure a flexible blended learning offer is always available.



## 5

**Systems:** We will continue to develop our management, learning and support systems to improve the experience and efficiency of our operations

We are a data-driven and technology dependent organisation that requires a reliable and up-to-date technological core through which to operate.

We will focus on end-user technology solutions to improve operational effectiveness across the College. Our management information systems and infrastructure will support both the staff and the College's business and curriculum requirements.

The College recognises the value that information learning technologies can provide for its students by enhancing the relationship with teachers and providing a blend of integrated online and face to face contact.

This opportunity will be extended to previously hard to reach students and communities in and around the Solent area. This will be achieved by providing an appropriate and responsive range of IT services, that support the learning, teaching and commercial aims of the College through an infrastructure adaptive to emerging technologies and new standards.

We will review the governance of systems in the College to ensure guidance to assist business service areas to effect business change. These will include tools for efficient provision and storage of data, for access and retrieval of information and secure and active collaboration with internal and external partners/stakeholders.

### By 2020 Fareham College's systems will be:

**Fit for purpose:** Capable of providing a technical infrastructure that enhances the student experience and adds unparalleled efficiency to the College's business operation.

**Advanced end-user technology solutions:** Providing access to all stakeholders, systems that are reliable, innovative, agile and responsive.

**Value for money:** Capable of providing lean business processes and a recognisable return on investment.

**Reliable, responsive and robust:** Easily accessible both internally and externally. Resilient and resistant to potential corruption. Safe and secure from potential unauthorised access and penetration.

**Environmentally compliant:** Procured with integrity and disposed of in line with recommended practices.



## 6

**Study Facilities:** We will continue to invest in our learning environments to enhance the student experience, and to support the development of our provision.

Fareham College has invested over £29m in its learning environments during the past 4 years. Our challenge is to maintain and to continue to develop the quality of environments we have so proudly invested in providing for our students.

Fareham College, along with many other Further Education Colleges, has faced many challenges relating to the development of its estate. In particular, the cessation of any significant centrally resourced capital investment programme means that any capital redevelopment programme requires a significantly self-financed strategy in order to meet our future accommodation needs. We will continue to respond quickly and innovatively to these challenges and will need to put the following actions in place:

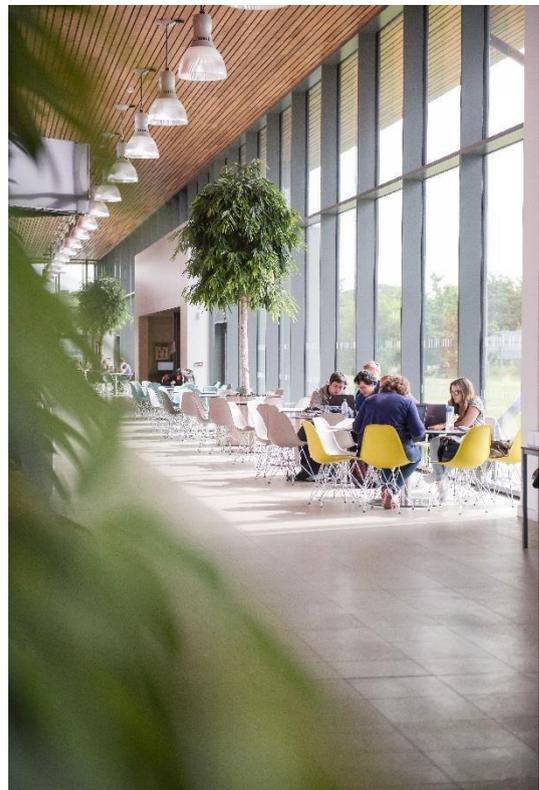
- A continuous review of our cost-base to improve financial stability
- Production of an annual financial plan that will enable the College to further strengthen its financial position
- Review of our property strategy to monitor the estate and ensure that the accommodation is suitably maintained and remains fit for purpose
- Identification of opportunities to further enhance the estate/resources and, where possible, achieve further efficiency savings.

Alongside the implementation of the College's three-year strategic plan, we will ensure that the annual financial plan is reviewed and updated to remain consistent with our strategic objectives.

One of the key aims of our financial strategy is to further increase our income, building on the success of previous years where we have diversified income streams and generated additional income. We will continue to grow both our recurrent and our project funding so that we can generate a surplus and reinvest this in the College.

Whilst our estate has benefited from much needed renewal and investment, there is a strong commitment on behalf of the College Corporation and Management Team to continue to find new and innovative ways to secure additional funding to continue to invest in our resources, in line with our core values and the ambitions of our strategic plan.

To deliver this strategy, the College will need to secure a strong financial base and we will grow our student numbers over the next three years to support this.



We will achieve this by reviewing our curriculum offer and ensuring that we get the right balance between meeting the needs of students and the financial viability of the organisation. A key strand of our new strategy is to expand the College's commercial development activity, to maximise income through increased full-cost activity, use of our extensive resources and project funding. We will also develop new areas of provision that capture emerging markets and proactively seek project funding that enables us to develop work with new groups of learners. We will diversify our funding streams and generate additional income, to create a surplus that will ensure our future financial stability and allow us to re-invest in our students' learning environments.

We believe that the interests of our students will best be served by ensuring that we maximise the efficiency of our organisation. The College will implement a revised capital strategy and identify new sources of funding to ensure that we continue to improve our estate and our resources.

Where economically viable and physically possible, the College will also deliver year-on-year improvements in energy efficiency. We will achieve this by implementing a sustainability action plan that improves the efficiency of our buildings and supports staff travel initiatives, securing funding opportunities to support improvement and training all staff to have a greater awareness of our impact on the environment. We will also contribute more widely to the sustainability agenda by embedding sustainable development into existing courses and developing a new curriculum, focussed on advanced alternative technologies and environmental sciences.

By 2020, Fareham College study facilities will be:

**A modern technologically advanced employer-facing organisation:** Providing the latest in learning technologies that can support the flexible delivery of advanced technical and professional learning programmes.

**A transformational skills and enterprise environment:** Designed to be flexible, fit for purpose and responsive to change, offering unparalleled learning, skills and business development environments.

**Providing industry standard learning environments:** Creating learning environments that can adapt to the future demands of industry and deliver the technical and professional workforce of the future.

**Demonstrating educational synergy with business standards:** Maintaining industry standard state of the art facilities that reflect the needs of industry both now and in the future.

**A virtual learning and reporting capacity:** Providing access to online resources from any device at a time and place to suit the learner, parent, employer and stakeholder.

