

Vision and Strategy 2020+

# EXCELLENCE

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CEMAST **CETC** BUSINESS **PLUS**

**OUTSTANDING**



# INTRODUCTION

**This vision and strategy sets out, firstly, our ambition for the future; where we see the college in 5 years' time, incorporating our goal to be a larger, financially resilient college, with national reach, delivering excellence in professional and technical education.**

**Secondly, and importantly, we set out a shorter term strategy to stabilise the college after the impact of the Coronavirus pandemic.**



In its broadest definition, Fareham College supports economic growth and development through education and training. Additionally, we provide services to businesses and the local community.

Our core purpose is to prepare our students for progression to employment, further study, or, in the case of our adult students and apprentices, promotion or career change.

Fareham College is a major provider of post-16 further education, higher education and apprenticeship training. The college delivers training at all levels from bachelor's degree to basic English and maths, but has, for a number of years, developed a specific focus on excellence in professional and technical education at levels 2 to 5.

With over 4,000 students, nearly 300 employees and well over 700 employer links, the College plays a major role in the local community within Fareham, Gosport and the surrounding area, the wider Hampshire region and the further education sector.

Fareham College is a leader in the further education sector and an exemplar of professional and technical education. This status is endorsed by Ofsted who judged Fareham College to be Outstanding in October 2017 and by the Times Education Supplement (TES) who recognised the college as Further Education College of the Year in 2018.

Delivering outstanding student results consistently is Fareham College's most significant strength and has enabled the college to maintain a national reputation for being an outstanding organisation, in turn that reputation drives the financial sustainability of the college and its long-term future.

**Andrew Kaye**  
Principal and Chief Executive

**Kevin Briscoe**  
Chair of Corporation



# KEY PARTNERS

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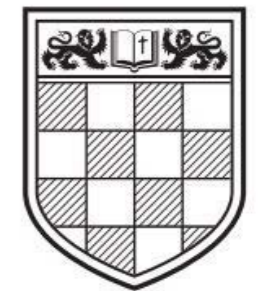
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**FAREHAM BOROUGH COUNCIL**



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# OUR STRATEGIC INTENT

DELIVERING EXCELLENCE  
IN PROFESSIONAL AND  
TECHNICAL EDUCATION.

# OUR CULTURE

Our culture is our personality and character; it's made up of our shared values and describes how our people behave and interact, how decisions are made and how we approach our work.

Our culture underpins everything we do

## RESPECT

We create a culture where RESPECT is deeply-embedded for all that work, study and visit Fareham College.

## INNOVATE

We encourage INNOVATION in design, development and delivery of our curriculum and services.

## EXCEL

We promote EXCELLENCE in staff and student performance.

# OUR VISION 2020 TO 2025

**By 2025, we will be the region's leading further education college and professional and technical education provider of choice.**

## **We will:**

- ✓ be a larger, financially resilient college, able to invest in its people and facilities;
- ✓ deliver consistently outstanding teaching, learning and assessment;
- ✓ set high ambitions for our students and apprentices, celebrating their progress and employability;
- ✓ impact positively on the Solent LEP Local Industrial Strategy and their four "Grand Challenges";
- ✓ enhance our training and our services with sector-leading digital capabilities;
- ✓ provide world-class facilities and technologies for all our customers;
- ✓ extend our regional reach, capitalising on our excellent transport links, to include the cities of Portsmouth and Southampton;
- ✓ extend our apprenticeship training to a national market;
- ✓ be an employer of choice, valuing the efforts and talents of our people and further developing their skills to impact positively on their careers;
- ✓ promote environmental sustainability, reduce our carbon footprint and educate our students on the causes and effects of climate change.

This vision will be achieved only with the support and commitment of fully engaged and motivated people who are proud to work for Fareham College.

## **To deliver this vision, we will:**

- ✓ inspire our people to be innovative and confident in the teaching they deliver or the services they provide;
- ✓ extend the use of digital technology to enhance teaching, learning and assessment and improve the services offered;
- ✓ continue to invest in our facilities, resources and IT infrastructure to meet the needs of industry standard training;
- ✓ provide strong governance and leadership with clarity of purpose and appropriate levels of support and challenge;
- ✓ establish strong and meaningful partnerships and collaborations with a range of stakeholders to add value to our customers;
- ✓ embed innovation and teamwork in all the work we do.



# OUR STRATEGY 2020 TO 2022

In order to deliver our longer-term vision, we will deliver against 5 key strategic corporate priorities over the next 2 years.

## Enhance market and economic awareness to ensure financial resilience for future growth and investment;

Financial resilience will have to remain our greatest focus; there is no getting away from the fact that the Coronavirus disruption has impacted our finances. We will need to focus on securing greater market share, identifying new revenue opportunities and operating more efficiently. It is likely we will continue to face financial pressures in some aspect of the business over the period of this strategic plan. Partnership and collaboration will become a relevant strategy to strengthen our financial resilience.

## Deliver innovative and flexible teaching, learning and assessment making best use of technology and blended learning;

Over the lockdown period we have seen the capability of online and blended learning. We should now build this in to everyday teaching, learning and assessment to further enhance and extend the excellent teaching we already have in place. At this stage it is unclear how long social distancing measures will need to be in place so our short term strategy must include the flexibility to continue to deliver all or part of some programmes via online learning.

## Provide excellent customer service and support which adds real value to our future-focussed students, apprentices and employers;

The Coronavirus pandemic has sent a shockwave through the economy and has massively interrupted the learning of a generation. Our services and support to all our customers must focus on preparing them to navigate whatever the future holds. Many workers made redundant may be looking to change careers and our services should support them in the advice we offer and the training we supply.

## Consistently set a culture of high expectations;

It remains a competitive market and the operating environment will become even more challenging. We need to set and maintain high expectations to be the region's professional and technical education provider of choice.

## Be accountable for students' progress and employers' future success;

Our success is determined by our reputation; being accountable for the success of our students and apprentices secures our reputation as the professional and technical education provider of choice in the region.



# MEASURING OUR SUCCESS

## Outstanding financial health

We have a growing business portfolio through which to maintain and improve our future funding levels. We anticipate an evolving business profile for the College, which includes an increase in apprentices to 1,600 by 2022 and growth in income streams such as T levels, higher education, Advanced Learner Loans and commercial revenue. This, combined with a prudent approach to cost reduction and efficient delivery of services, will ensure a profitable and sustainable business.

## Outstanding quality

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.

## Outstanding reputation

Against a difficult and uncertain financial landscape, we will continue to invest in what makes Fareham College the 'provider of choice' for professional and technical education. We will create long-term relationships with our customer-base to develop loyalty to the college brand.



# NATIONAL CONTEXT

**This vision and strategy is written at a time of uncertainty and potentially fundamental change as the world deals with a pandemic on a scale not experienced for a century.**



The lockdown measures put in place to secure the capacity of the National Health Service and the health of individuals has undoubtedly had an impact on the economic health of the nation.

In the year leading up to the pandemic there had been a much needed shift in attitudes to the professional and technical education sector. Brexit had been the major political agenda item since the 2016 referendum and the change in government, to a large conservative majority, finally broke a long-standing deadlock in the Brexit negotiations.

In the autumn of 2019 the Chancellor of the Exchequer announced a £400 million boost to further education funding, including an increase to the base rate funding for 16-19 year-old students, additional funding for courses in STEM (science, technology, engineering and maths) subjects, targeted intervention for English and maths re-sits, additional investment in T Levels, capital investment for colleges and support with increased pensions costs.

Alongside this financial package, the rhetoric from the Government was changing too. There was recognition from ministers of the role colleges have in driving economic development. The new Prime Minister, Boris Johnson, on his first day in office, said "It is vital that we invest now in further education and skills."

At a time when seismic shifts are happening across the UK - from demographic change and the climate crisis, to technological revolution, and the changing demands of the labour market – there are important questions. What do we want and need from colleges in 10 years' time? What changes are needed in order to achieve this? It's clear that colleges can, and must be, at the heart of meeting these challenges.

Every sector of the UK economy has been disrupted to varying degrees by the Coronavirus pandemic. Private and public sector organisations alike have enabled their staff to work remotely where they can, many companies have furloughed large numbers of their workforce, individuals and businesses are relying on Big Government approaches to financial support, through programmes never in place before such as the Coronavirus Business Interruption Loan Scheme and the Coronavirus Job Retention Scheme.

The extended period of lockdown has clearly affected the learning of a generation of young people. Most notably those year 11 pupils who were due to take their GCSE's in the summer of 2020 but found their exams cancelled and their outcomes issued based on predicted grades. As these learners enter their further education courses and apprenticeships our teaching and learning will need to accommodate the interruption they faced at the end of their schooling.

The lockdown period also accelerated our digital learning capabilities and we must ensure we continue to integrate what we learnt in this period into our future teaching, learning and assessment strategies.

There is no doubt that the disruption to Fareham College as a business, as a result of the Coronavirus, has been significant. The swing from surplus to deficit in 2019/20 has driven some of the adjustments to this strategy. However, our cash reserves have enabled us to 'weather the storm' and we will continue to pursue our ambitions to develop our facilities for delivering T Levels in the summer of 2020.

This Vision and Strategy therefore builds a longer term ambition for Fareham College on themes arising from the Commission for the College of the Future and other similar research but considers also a shorter term set of strategic priorities to address the issues Fareham College will face as we recover from the impact of the measures taken to address the Coronavirus.



# LOCAL CONTEXT

**Fareham College serves the communities of Fareham and Gosport. Between the two boroughs there are approximately 200,000 residents. Both boroughs have economic activity rates higher than the national rates and out-of-work claimant rates lower than national rates. Fareham outperforms Gosport on both measures.**

The local authority is Hampshire County Council and the college also works closely with the unitary authorities of Portsmouth and Southampton City Councils. Hampshire county's economy is worth more than £35 billion with 65,000 businesses operating in the area and over 689,000 people in work.

Fareham College is at the heart of the Solent LEP. The Solent economy has a population of 1.24 million, 42,000 businesses and a GVA of £31 billion. 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. The Solent LEP's Productivity and Growth Strategy describes a five-point plan for economic ambition:

- ✓ Address deficits in infrastructure, most pronounced in transport, also in flood defence and superfast broadband, and the infrastructure required to unlock new development opportunities
- ✓ Address the serious and chronic shortage of housing in the Solent area.
- ✓ Develop the skills that our economy needs to succeed, with a continued focus on higher level skills, apprenticeships and STEM.
- ✓ Ensure that ideas and knowledge are at the forefront of our approach working with our world class universities to support our businesses to innovate and grow.
- ✓ Address the economic challenges across the Solent area

As we deliver our strategic plan, the Solent LEP's commitment to addressing the economic challenges across the area is deeply embedded in the work we do and the decisions we make.

Our curriculum is increasingly shaped by the research within the Solent LEP's Economic Skills Plans, regional labour market information and feedback received from working collaboratively with employers.

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As part of the Local Industrial Strategy the Solent LEP has identified four "grand challenges" which will form part of their strategic plan for the region to contribute to national economic growth over the coming decades:

- ✓ artificial intelligence and data;
- ✓ clean growth;
- ✓ future of mobility;
- ✓ ageing society.

Fareham College will support the LEP in addressing these grand challenges by developing the skills, knowledge and behaviours required by the Solent business community.



# OUR OFFER

**Fareham College remains firmly rooted in professional and technical education and has, over the years, developed outstanding facilities and resources to support skills-based training.**

## **Our training and services include;**

- ✓ Professional and Technical Study Programmes for post-16 students;
- ✓ Traineeships and Apprenticeships;
- ✓ Higher Education at levels 4-6;
- ✓ Workforce development programmes for employers;
- ✓ Learning for professional development;
- ✓ Specialist training working in partnership;
- ✓ Learning for personal development and leisure;
- ✓ Partnerships and collaboration;
- ✓ E-learning and blended learning programmes;
- ✓ A comprehensive set of services to business, including lettings, conferencing and consultancy;
- ✓ Commercial outlets including restaurant, gym and salon services.

As we develop our vision for Fareham College 2025 we will build on our existing successes, further develop our outstanding facilities and extend our geographical reach. Where we identify new provision and services, they will be directly linked to the needs of the regional economy and current labour market opportunities.

## **Bishopsfield Road**

Re-developed in September 2015, Fareham's Bishopsfield Road campus provides an outstanding learning environment for the 2,000 learners based at the main site.

With £16 million of investment, Fareham College's students have access to transforming facilities, the latest technologies and industry standard equipment to support some of the best professional and technical teaching in Hampshire.

A range of courses are delivered at our Bishopsfield Road campus, including art, design, photography, fashion and graphics, performing arts, music, hospitality and catering, beauty and hairdressing, travel and tourism, construction, business, computing and digital industries.

We will continue to invest in the facilities at Bishopsfield Road; in summer 2020 a £1 million refurbishment programme will improve our facilities for Digital, Early Years Education and Fashion. In summer 2021 a further £0.5 million will be invested in Health and Social Care facilities which will be essential to develop the skills of our future NHS workers.

With the success of the recently launched Academies for Hair and Barbering, and the on-going interest in Nail Technologies and Make-up Artistry, this curriculum area will further develop its adult training with industry standard beauty and aesthetics courses.

## **CEMAST**

Since it opened in 2014, CEMAST, Fareham College's £12 million Centre for Engineering Manufacturing and Advanced Skills Training, has become renowned as a pioneering facility in terms of its industry-leading workshops, technology and equipment, providing students with a unique and industry-standard training environment.

Our facilities at CEMAST will be developed in consultation with, and supported by, our keystone employers. With a drive to deliver excellence in teaching and provide outstanding services to businesses, the centre's reputation will thrive.

We will invest in new resources to keep up to date with the standards required by the employers we work with, this will require carefully considered and adequately funded investment in the existing workshops.

With more blue-chip employers interested in the centre's unique proposition there are exciting developments to explore. The region has a wealth of advanced manufacturing and technology employers. There is scope to develop the curriculum further in aerospace, space technology, advanced manufacturing, additive prototyping, electronic engineering, mechatronics, automation, robotics and photonics.

We will be guided by our stakeholders through Employer Advisory Committees as we further develop the curriculum strategy for CEMAST.

## **CETC**

Fareham College's Civil Engineering Training Centre was established in 2017 in response to a county-wide skills shortage hindering civil engineering growth and expansion in the south of England. The new £4.2 million purpose-built centre opened in October 2019 and is now the leading provider of civil engineering apprenticeship training in the region and has an increasing national reach.

CETC is designed to provide a fully operational, realistic civil engineering training environment and is fully equipped with the machinery, tools, materials

and resources needed to ensure all apprentices develop work-ready skills and complete the relevant licences needed to work successfully on-site.

CETC's initial success has been predicated on extensive employer support and backing. This employer involvement and engagement in developing first the curriculum and then the centre has given us a foothold into a key part of the construction industry. The training offered from the centre will be further developed to capitalise on the breadth of skills required by our current employers and to secure an increasing level of employer interest in the centre.

Key apprenticeship growth areas to extend into, beyond the already successful Civil Engineering Operations, are Rail Engineering (Track), Plant Maintenance and Operations and Civil Engineering Technicians. The centre will also offer an increasing range of short retraining courses and plays a vital role in work with the Job Centre Plus and Hampshire County Council in supporting the unemployed into the industry.

We will extend the national reach of CETC by identify further opportunities for residential accommodation to support our employers.



## Business Plus

Business Plus is an outstanding training provider, renowned for delivering apprenticeships and professional courses that support businesses to develop and grow with the right people, and the right skills, on-board. Business Plus is perfectly placed to deliver flexible apprenticeship and professional development training that is aligned to businesses' needs and the requirements of their staff, at a range of levels.

Business Plus seeks the views of employers through a range of sector specific Employer Advisory Committees, these committees help shape the college's training offer and influence the development of the college's facilities and resources.

Business Plus coordinates the significantly expanding work with the Job Centre Plus through the development of a range of Sector Based Work Academies.

As Business Plus grows the provision will be reorganised into Business Plus Apprenticeships Ltd and Business Plus Assessment Ltd. These wholly owned subsidiaries will have the flexibility to work at a national level providing a broad range of apprenticeship training and end-point assessment services but will draw from the facilities, skills, expertise and strategic direction of Fareham College.

## T Levels and Industry Placements

Fareham College is one of only a small number of providers in the region and nationally to have been selected to launch T Levels in 2020 due to our track record as an outstanding provider. We consider T Levels core to our future strategic positioning, offering students who might have otherwise selected A Levels to follow a Professional and Technical pathway with meaningful industry placements and therefore gain a head start when entering employment.

We have developed excellent relationships with employers to provide industry placements linked to our students' areas of study. These placements are fundamental to developing the skills, knowledge and

behaviours required to be successful in employment. We have invested extensively in our facilities to enhance the learning environments in Digital, Early Years Education and Health and Social Care.

## Higher Education

Our Higher Education provision is a critical component of our curriculum offer. The Government's focus on Level 4 and Level 5 Higher Technical skills offers an opportunity for us to further develop and expand our offer in subjects where there is a clear line of sight to employment. We will seek to extend our full time Higher Education offer and embed our part-time higher education programmes in Higher Level Apprenticeship Standards to enable employers to use their levy or government funding to facilitate training.

## Digitally Enriched Learning

The response to the Coronavirus required us to transfer our learning online at short notice and at apace. This has enabled us to accelerate our digital learning capabilities and provide a platform for us to routinely embed digitally enriched learning in our future curriculum. Teaching, learning and assessment will now benefit from the best practices in the use of educational technologies to support a range of teaching methods including,

- ✓ Face-to-Face Teaching – traditional in-class teaching and learning supported with state-of-the-art IT resources;
- ✓ Virtual Learning – a class environment but online, where the teacher still teaches 'live' to students but the class is facilitated remotely via a platform like Microsoft Teams;
- ✓ Distance Learning – work is set (reading, webinars, essays, research, worksheets etc), marked and feedback to students.
- ✓ Online Learning – learning is often self-directed through tutorials, learning is assessed via online questionnaires which are automatically marked with instant feedback.

# COMMUNITY FACILITIES

Our facilities are outstanding and we seek to encourage our local communities and businesses to use them more frequently. We have extended our salon services to now provide for a separate gents' barbers in addition to the hair salon. The restaurant, Avenue 141, remains popular, Gym 141 is well used and the community can also benefit from the sports hall and the theatre. There is more scope to extend the use of these facilities in the evenings and at weekends. We will actively engage with the community to promote the use of these facilities much more frequently.



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