

Our Strategic Ambition

Creating Better Futures

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South Hampshire College Group is a successful and highly ambitious group of Further Education Colleges, and specialist training centres, with a clear purpose at its heart – we are here to *create better futures*.

Our strategic ambition set out here is reflective of our bold intent to deliver excellence in post-16 education and training, across an increasing reach in the Solent and wider Hampshire region.

This statement of our strategic ambition follows the conclusion of our 2023 to 2026 Strategic Plan, in place since the merger of Eastleigh, Fareham, and Southampton Colleges. This previous strategic plan successfully steered the college group through post-merger integration, stabilisation, financial resilience, and quality improvement.

As we look ahead now, it is a time to be bold, to capitalise on the success of the last three years, and set our ambitions and aspirations high, in pursuit of better futures for our students, our communities, our region's economic growth and our people.

Our strategic ambitions are set out here in support of our purpose, they are not bound by timeframe but are responsive to change – we will review our strategic ambition annually in the context of the ever-changing environment in which we work. We have a strong track record of agility and resilience to build upon. We will achieve our strategic ambitions with high aspirations and through the setting of high standards.

The current scale and pace of change in the environment in which we work requires South Hampshire College Group to be clear on its strategic ambition, agile in its response, and resilient in its approach.

The current geo-political uncertainties, socio-economic challenges, and

technological pace of change is difficult for all organisations to navigate. South Hampshire College Group must adapt to the UK government's policy changes affecting post-16 education, the political position affecting levels and prioritisation of public funding, the technological changes driving workforce skills requirements, and the politics affecting employers, communities, and social cohesion. But, navigating all of this as a corporation is supplementary to our core role as being a steady and reliable support to our students, our communities, our employers, and our people as they themselves adapt to the changing world in which they live and work. We pride ourselves on the safe and inclusive colleges we provide for our students and our communities, we recognise our role in supporting not detracting from local community social cohesion.

Our colleges' roles as anchor institutions in their communities, and the social value they add as a result, is as important as our work in delivering qualifications and training. Our mission is, therefore, to provide consistently high-quality post-16 education and training, for economic development, delivered through a financially resilient, scalable organisation with strong social value. We do this to the highest possible standards.

This statement of our strategic ambition will steer our decisions, and priorities, over the coming years.



Andrew Kaye
Chief Executive Officer
South Hampshire College Group

Introduction from the Chair of the Corporation



Since joining South Hampshire College Group as Board Chair in September 2025, I have been hugely impressed by the dedication, skill and professionalism evident right across the college group to Create Better Futures for our students and communities.

In less than three years, the merger of Eastleigh, Fareham and Southampton College has created a college group which is purposeful, increasingly well integrated, financially resilient, and achieving great results. For the whole group to be rated Good by Ofsted last year was a major achievement.

This strategic ambition is our opportunity now to look forward. Building on the strengths of our merged organisation, how can we best fulfil our mission?

The core of our strategy remains to support our students and apprentices to gain the skills and capabilities that will equip them for successful careers and rewarding lives. As well as sustaining excellence in teaching and student support, we now intend to push further in adapting and expanding our course offer to meet students' future needs; in providing a secure, inclusive and enriching environment in which students and apprentices can thrive; and further strengthening our links with employers.

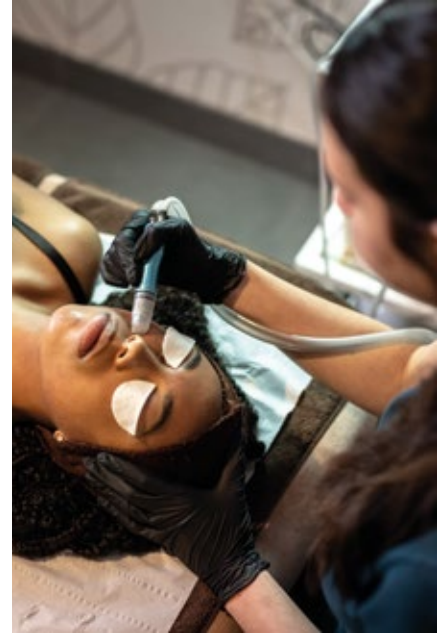
We must invest in the wellbeing and development of our people, to support them to be the best professionals they can be. We aim for greater breadth and depth in the contribution we make as an anchor institution, working in partnership to promote the wellbeing of the communities we serve, supporting regeneration, promoting social benefit as well as economic growth.

There is a lot to do. Like other colleges, we face real financial and operating headwinds. But we also see huge opportunities to push on with our mission, confident in our achievements to date and determined to play our part in enabling our students and apprentices to realise their aspirations for themselves, their families and their communities.



Stephen Marston
Chair of the Corporation
South Hampshire College Group

➤ Creating Better Futures





Our Mission



To provide consistently high-quality post-16 education, training, and student-centred support, within an inclusive college group with strong social value, which enables progression for our students and apprentices, and supports regional economic development.



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.

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 is embedded in the work we carry out with our people, our students and our wider stakeholders.

We are proud to be South Hampshire College Group because we are deeply committed to our purpose and strongly believe in our values.



Our Operating Model



Our post-merger college group works effectively and efficiently through a centralised professional services model, with clear acknowledgment that the colleges and specialist training centres in our group serve different communities, and have autonomy to respond as required to their own community needs. This enables our operating model to be one which enables the colleges to serve their communities as anchor institutions with support from centralised services.

We consider this operating model as one which provides good value for public money, is scalable, and proven to deliver efficiency. As a result, we are in a position to further extend our reach across Solent and Hampshire in pursuit of our purpose, through collaboration, organically in response to local demand, or through merger, to create stronger partnerships as opportunities arise. We will seek to remain in a position to proactively work with other similar institutions, through merger, federation, or partnership, if the need or opportunity arises.



Understanding our socio-economic and demographic trends is important for the work of the college group; they shape both the needs of local communities and the future workforce demands of the region. Variations in deprivation indices, employment, economic inactivity, and youth participation in education or training across Southampton, Fareham, Eastleigh, and Gosport highlight the need for our responsive and inclusive education offer that supports social mobility, raises aspirations, and develops skills aligned to local economic priorities.

The differing demographic profiles across the region also reinforce the importance of accessible lifelong learning, targeted support for disadvantaged students, and strong partnerships with employers to ensure residents of all ages can access high-quality education, training, and progression opportunities.

For South Hampshire College Group, this means we will:

- develop strong alignment between curriculum planning and regional economic priorities;
- collaborate with local authorities, employers, and strategic partnerships;
- respond to changing labour market intelligence;
- extend our adult reskilling and workforce retraining;
- be accountable for employment and progression outcomes;
- demonstrate impact against local growth and inclusion objectives.

For more information, see Annex A – Our Context.

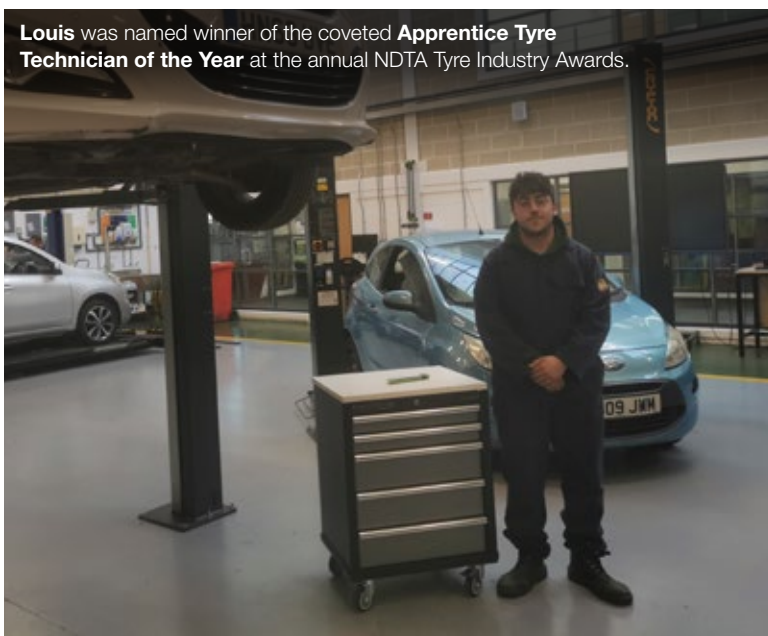
Access to Higher Education (Science) Student, **Kamana**, has been honoured with a prestigious new **scholarship at University of Reading** in recognition of her academic excellence and leadership potential.



Our Student Awards recognise the achievements of students and apprentices of all levels across the college group.



Louis was named winner of the coveted **Apprentice Tyre Technician of the Year** at the annual NDTA Tyre Industry Awards.



Our Higher Education Graduation celebrates student success.

We have been recognised for our **'strong contribution to meeting skills needs'**, **'highly knowledgeable teachers'** and for **'raising the quality of education for learners and apprentices'**, in our first full Ofsted inspection.





Level 2 Hospitality and Catering student, **Hettie**, has won the **2025 CombiGuru Challenge** in Venice, Italy; a competition that was entered by over 3000 students nationwide.



To look forward, we need to first look back; we have exceptionally strong foundations to build our future success on.

Rear View Mirror

Formed through the successful merger of three established colleges in 2023, we have rapidly established South Hampshire College Group as a values-driven organisation; collaborative, aspirational, and inclusive. South Hampshire College Group is a further education provider serving primarily Southampton, Eastleigh, and Fareham, but also, increasingly, the Solent and wider Hampshire region. We have made significant progress in integrating our colleges and specialist training centres, strengthening financial sustainability and aligning our curriculum to meet the evolving skills needs of the region.

We have delivered strong student outcomes, including excellent Level 3 and T Level pass rates, whilst continuing to expand opportunities for progression into higher education, apprenticeships, and employment. In our first inspections following merger,

Ofsted recognised our significant progress, praising the effectiveness of leadership, the quality of education, strong employer partnerships, and our strong contribution to regional skills priorities. The College is graded as good in all areas by Ofsted, with a strong contribution to skills, and we are in a position to attain strong standards in future inspections.

Alongside improvements in quality and performance, we have strengthened our financial and operational position, continued to invest in industry-standard learning environments, and developed specialist centres of excellence to support future growth. Together, these achievements provide a strong foundation for the next phase of our college group's strategic development and the ambition to create better futures for students, employers and communities across the region.



At South Hampshire College Group, we are deeply committed to our purpose of creating better futures. Through our work, we do much more than providing qualifications.

We are a college group driven by purpose, within and for our communities and our region. Across Southampton, Fareham, Eastleigh and Gosport, we exist to unlock potential, raise aspiration and connect people to better futures in work, further study, and life.

- **We are unapologetically ambitious for our students.** Whatever their starting point, we expect progress, commitment, and pride in their achievements.
- **We never lower our expectations.** We provide the support, teaching, and opportunity that make high expectations achievable for all – we are an inclusive college.
- **Our classrooms, workshops, and workplaces are places of applied learning.** Knowledge is made real through doing, solving, creating, and performing. We prepare students not only to pass assessments, but to contribute confidently in the rapidly changing world beyond college. We develop students' and apprentices' knowledge, skills, and behaviours for better futures.
- **We are shaped by the communities we serve.** This means widening access, tackling inequality, and ensuring that postcode, background or prior attainment never define potential. Enhancing social mobility is a key outcome for us.
- **We are deeply connected to employers and the regional economy.** Our curriculum is built with industry, not just for it. We respond to skills needs in real time, preparing students for today's jobs and tomorrow's opportunities across priority sectors including health, construction, engineering, digital and green industries. Our links with employers across our curriculum sets us apart from other colleges in the region. Our employers support with curriculum advisory, co-design, co-delivery, and industry placement.
- **Above all, we are a place of progression.** From first steps back into learning through to higher technical study and professional pathways, we create clear routes forward. Every student leaves us with more than a qualification; they leave with knowledge, skills, and behaviours for better futures.

The curriculum offer at South Hampshire College Group is broad, flexible, and designed to meet the needs of school leavers, adults, employers and the regional economy. It is structured across a range of provision types that support progression, inclusion, and skills development at all levels.

Our curriculum strategy extends beyond the qualifications we deliver and addresses also the tutorial and enrichment that enhances students' experience and creates further opportunity. Our students leave us with, not just further knowledge, but also the skills and behaviours they need to be successful in work and life.

- Confidence
- Resilience
- Teamworking
- Problem solving
- Digital and data skills
- Financial literacy

Our enrichment offer is designed to support personal development, allowing students to explore interests outside of the taught curriculum, try new activities, have fun, connect with friends, build social groups, and develop wider skills and experiences that can help transitions and futures.



Our Strategic Ambitions



Our strategic ambitions are set in the context of our four stakeholder groups:

- **Our students**
- **Our communities**
- **Our employers and regional economic growth**
- **Our people**

Our strategic ambition is enabled by our priorities for our estates, infrastructure, and digital and data capabilities, along with our approach to environmental, social, and governance matters.

South Hampshire College Group as an anchor institution

Our strategic ambitions are shaped by the roles our colleges fulfil as anchor institutions in the communities in which they operate.

We consider being an anchor institution, and the systems' leadership that comes with that, as being core to achieving our purpose of creating better futures across all of these stakeholder viewpoints. Our colleges' roles as anchor institutions are foundational in our work.

We support our own communities as both an educator and an employer, and through our work with local and regional employers, and suppliers. We develop our estate for the benefit of our stakeholders and communities, and continually improve the assets we hold for future generations. We take our environmental responsibilities seriously, and we understand the role education plays in supporting wellness and health outcomes within communities.

We are ambitious in our approach to tackling inequalities in access, participation, and progression, and we are deeply committed to enabling all students to succeed and progress.

To further develop our sense of community engagement and responsiveness within our operating model we will seek to establish civic and employer engagement boards at college level, which will report into the existing governance structures. These partnerships will shape our future work in our communities, and support our reputation within and for our communities.



Creating better futures for our students...

We are here for our students; they are our most important stakeholder and are at the centre of all our decision making. We are accountable for providing high-quality education, and take pride in the effectiveness of our safeguarding and well-being support. Our success is achieved through our students' positive progress. Inclusion is a core value of the college group, and we believe deeply in equity of opportunity.

We will:

- deliver consistently high-quality teaching, learning and assessment that drives strong achievement and progression outcomes;
- provide exemplary safeguarding support, along with safe and secure learning environments;
- provide clear and accessible progression pathways from entry level through to higher technical education and professional careers;
- robustly address inequalities in access, participation and progression, and enable all students to succeed and progress;
- embed employability, digital, and life skills across all programmes to prepare students for work and life;
- strengthen employer-informed curriculum design to ensure relevance to current and future labour market needs;
- offer all our students the opportunities for enrichment that extend their skills and experiences beyond the taught curriculum.

Outcomes: High achievement, progression, and work-ready students



Creating better futures for our communities...

We are deeply committed to the role our colleges fulfil as anchor institutions in their communities. We recognise the long-standing community role of the colleges, and the safety, care, and support they provide in the work they do. This work extends beyond the taught curriculum and includes partnerships, communication, and community action to support social cohesion.

We will:

- widen participation and remove barriers to education, particularly in areas of high deprivation such as Southampton and Gosport;
- support social mobility by improving access, retention, and progression for all students;
- improve youth employment rates through targeted engagement, transition support, and alternative pathways;
- strengthen community partnerships to align provision and services with local needs and civic priorities;
- promote wellbeing, inclusion, and belonging for students and communities through integrated support services;
- reduce labour market inactivity rates by supporting adults to gain the skills to get employment.

Outcomes: Increased participation, reduced inequality, and strong social impact



Creating better futures for our employers and regional economic growth...

Our work with employers, and the innovative approaches we take to workforce development and business support, sets us apart from other colleges in the region. It is a strength of South Hampshire College Group, and a foundation for our future support of regional economic growth. Our agility and responsiveness are an enduring strength, and recognised by the employers we work with as an enabler of their workforce development requirements.

We will:

- align curriculum planning to priority sectors as defined by Local Skills Improvement Plans (LSIPs), the 8 priority sectors of the UK's Modern Industrial Strategy (IS-8), and Mayoral Combined County Authority (MCCA) skills strategies;
- expand apprenticeship and work-based learning to meet employer demand across the region;
- develop flexible adult learning and reskilling provision to address economic inactivity and workforce skills gaps;
- strengthen partnerships with employers, local authorities, and LSIP stakeholders to co-design skills solutions;
- contribute to regional productivity and growth by supporting SME workforce development and innovation.

Outcomes: Skills system aligned to employer demand and regional growth





Creating better futures for our people....

Our success is determined by our people. Our strategic ambitions 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 teams enjoy working together, and for our students and communities. We encourage our people to be responsive and adaptable, we value creativity, innovation, and enterprise. Our people should expect to work in safe, secure, and healthy environments; wellbeing, workload, and psychological safety matter deeply. At the same time, our students and stakeholders expect our people to uphold professional standards and behaviours, and to be accountable for the success of our students and apprentices.

We will:

- continue to build a high-performing, values-driven workforce aligned to a collaborative, inclusive and aspirational culture;
- further invest in staff development, capability, and professional growth to support high-quality delivery;
- extend staff wellbeing, engagement, and belonging as core organisational priorities;
- strengthen leadership and accountability through effective governance and target setting;
- use data-informed planning and continuous improvement to enhance performance and organisational resilience;
- enhance the capability and confidence of our leaders and managers.

Outcomes: High-performing, engaged, and values-driven workforce



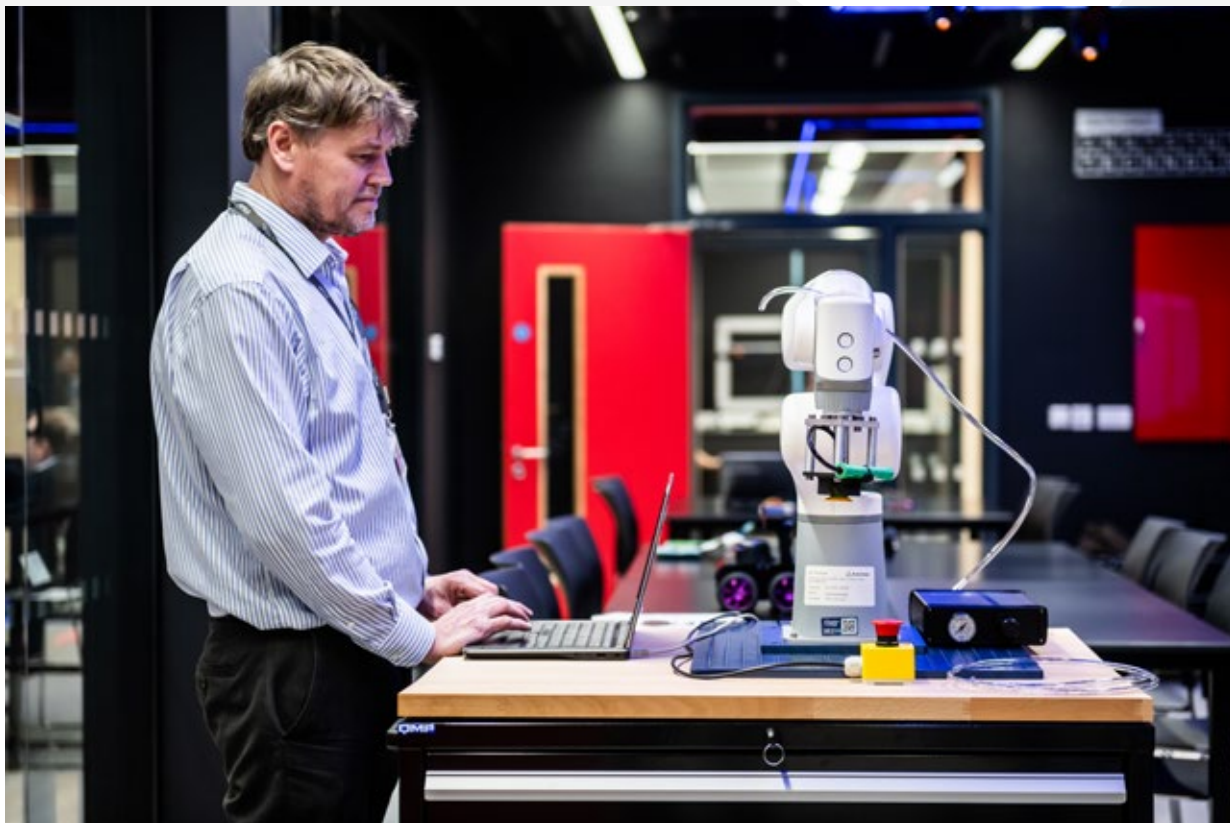


We have invested heavily in our resources and infrastructure, and we will continue to do so. Our teaching and learning facilities set us apart from other colleges in the region and are significant assets to the college. Our capital investment strategy focusses on developing industry-standard workshops, and technology enabled teaching spaces, to ensure students develop the skills they need for their future careers.

Our estates and infrastructure

To ensure our estates and infrastructure continue to be best-in-class and provide outstanding environments to learn and work, we will:

- deliver a group-wide estates strategy that ensures safe, modern, and sustainable campuses;
- target investment towards high-impact specialist facilities (e.g. technical workshops, labs, Centres of Excellence);
- rationalise and repurpose under-utilised space to improve efficiency and financial sustainability;
- embed a low-carbon approach to estate development and renewal;
- ensure reliable, high-quality IT and network provision to underpin teaching, learning, and operations;
- strengthen business continuity and operational resilience, including emergency preparedness and recovery capability.



Our data and digital

To ensure our digital and data capabilities adapt to the rapid pace of technological change, and support our strategic ambitions, we will:

- develop a unified digital ecosystem (VLE, MIS, timetabling, analytics) to support quality and productivity;
- use high-quality, secure data to inform decision-making, performance management, and improvement;
- strengthen cyber security and compliance in line with national expectations;
- expand digital capability to enable blended and flexible learning models;
- build organisational capability in data literacy and digital innovation across staff teams;
- use AI to support both student achievement and skills development, and operational efficiency and effectiveness.

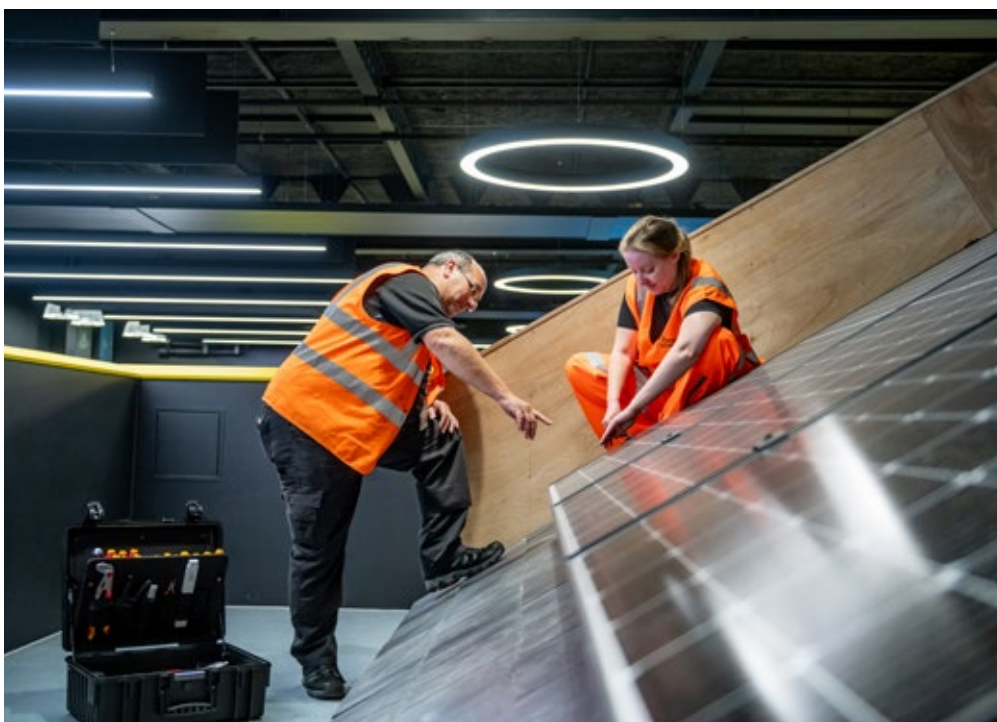


Environmental, Social and Governance (ESG) is a core part of our civic, educational, and organisational purpose. As a major public sector organisation serving diverse communities across the region, we have a significant role in supporting environmental sustainability, social mobility, inclusive economic growth, and responsible governance.

Environmental sustainability

We will demonstrate leadership in supporting the region's transition to a low-carbon economy through:

- reducing carbon emissions and improving estate sustainability;
- embedding sustainability principles into curriculum delivery;
- developing green skills training provision aligned to employer demand;
- promoting sustainable travel, energy efficiency, and responsible procurement;
- supporting local and regional net zero ambitions.





Social impact and inclusion

Social impact remains central to our mission. Our key priorities are:

- widening participation and improving access to education;
- robustly tackling inequality and systematically removing barriers to participation and progression;
- improving youth employment and training participation rates;
- promoting wellbeing, mental health, safeguarding, and belonging;
- strengthening community engagement and social mobility outcomes.

Governance and organisational responsibility

We will maintain strong public accountability and organisational resilience through:

- effective governance and financial sustainability;
- transparent decision-making and ethical leadership;
- robust safeguarding and compliance;
- embedding inclusive practice in our culture, leadership, workforce, decision-making, and in the student experience;
- actively promoting staff wellbeing, development, and organisational culture;
- data-informed planning and risk management.



To turn our strategic ambitions into impactful outcomes for our students, communities, and regional economic development, our highest-priority strategic programmes of work are to:

- transform our course offer by introducing V levels, along with appropriate complementary A Levels, the new Level 2 pathways, and Lifelong Learning Entitlement (LLE) modules;
- build on our most recent Ofsted achievements and achieve 'Strong Standards' or better at our next full inspection;
- transform our enrichment and tutorial offer so that all students have opportunities to build skills and experience beyond the taught curriculum to support personal development for progression;
- innovate and collaborate as a net improver of youth employment and training participation rates in the communities in which we work;
- embed the principles of each college being an anchor institution in which they serve, so that the colleges have impact beyond education, through support for wider community wellbeing and prosperity;
- be an active partner with Southampton City Council in the successful regeneration of the St Mary's ward of Southampton.

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