

BASINGSTOKE
COLLEGE of
TECHNOLOGY



BUILDING CAREERS OF

» TOMORROW

STRATEGIC PLAN 2021–2025

» INTRODUCTION

Our Strategic Plan: 2021–2025

Welcome from the Principal

BCoT is a great College. Our primary purpose is to serve our local community and provide our learners with the skills they need to be successful in the workplace, or progress onto further study.



We aim to provide a different, more active approach to learning using technology and digital tools to improve our staff or student experience. We are proud to be one of the leading colleges in the UK for our use of digital technology, which is embedded right across the College. Regardless of the level of study, we encourage and support individuals to build confidence and achieve their best.

We plan our curriculum around local and national demand, by working closely with employers and stakeholders. We continually invest in our industry-standard facilities and equipment, so our learners get a realistic and 'hands-on' education.

Personal development, resilience and happiness are important to all members of our community, it helps us to ensure inspirational teaching and realise the potential of every learner.

Anthony Bravo
Principal

Welcome from the Chair of Governors

BCoT is a wonderful place, somewhere that great things happen with life-transforming learning opportunities provided every year for more than 6,000 students. The Government has set a real challenge to improve skills in the UK, and we believe BCoT will be central to achieving that in the Basingstoke area, for school leavers and adults alike not just at the start of their careers, but throughout their careers developing existing skills and learning new ones. As a Governing Body we have high ambitions for the College and every one of our students and this document sets out how we will continue to make BCoT one of the best further education colleges in the country.



Mike Howe
Chair of Governors



» STRATEGIC GOALS & OBJECTIVES

We have set ourselves challenging targets that demonstrate our commitment to making BCoT the best Further Education College in the country.

We have identified six areas where we intend to lead through innovation and excellence:

Our six transformational themes

- 1 Digital skills
- 2 Personal and professional development – character, emotional intelligence, resilience and employability skills
- 3 Putting employers and business in the driving seat to set the skills agenda
- 4 Delivery of high quality T Levels with outstanding business engagement and inspirational teaching
- 5 A significant expansion of higher level provision in Basingstoke
- 6 Leading a low carbon future

Underpinning these areas of innovation is our relentless focus on ensuring our students have the best possible education experience at BCoT and that they leave us equipped and confident for a successful future.

Our vision

Inspiring our students to realise their full potential

Our purpose

Building Careers of Tomorrow



Our values

We have an expectation that every student will follow our three core values:

- > Respectful
- > Ready
- > Safe

Our ethos

Every student should enjoy their learning experience and leave the College equipped with the skills and knowledge to be successful in their chosen field.

» PLANNING CONTEXT

BCoT is located in Basingstoke and Deane, a thriving and economically resilient borough with one of the lowest unemployment rates in the country. The College is within the Enterprise M3 LEP region and works closely with the LEP to implement its skills strategy for the region.

The whole of the UK has been affected by COVID-19 and in Basingstoke we see young people being most impacted by unemployment and a shortage of openings for inexperienced candidates. We also see a significant impact on the engineering and manufacturing sectors that will lead to a changing skills landscape in the future, with an ever-increasing demand for digital and for higher level (4 and 5) qualified people. BCoT has a vital role to play in the region's economic recovery.

There is a huge house-building programme planned in the Borough over the next 20 years and it is clear the demand for skilled people in the construction industry will continue to rise. At the same time, the method of construction will change as the industry adopts and adapts to the low carbon imperative. Equally important will be the retrofitting of sustainable technologies into existing housing stock.

Basingstoke also has ambitious plans for commercial development and growth, including at Junction 7 of the M3 and at Basing View. A new hospital and new commercial business premises are planned which will bring new jobs across a wide range of sectors, especially in construction, health and logistics.

More widely, the move to clean growth and the arrival of the next digital revolution will bring about a fundamental change in jobs, working patterns and skills. The sale of new non-electric cars ends in 2030. New industries are developing and new companies forming. The region is already seeing considerable success in the space and gaming sectors that have become a focus for growth.

Basingstoke is well served with accessible transport links. Its population commutes across a wide area of the South of England and its businesses employ people from an equally wide area. How we travel, smart mobility, remote working and flexible arrangements will be the change drivers of the future.

The College is serving a large geographical region and has developed a group structure to facilitate a wider reach for its work. The College continues to remain open to consider expansion of the group and other wider collaborative ventures. BCoT will continue to engage actively with local and national networks and looks to work in partnership where possible.

The government is expected to publish a white paper early in 2021 on the role of colleges and transforming the skills landscape across the country. Putting employers in the driving seat is essential. BCoT, with its strong technical foundations, is ready to adapt and change to meet the challenges and opportunities the future offers.



» OUR APPROACH

We recognise and value individuality and personal choice. We share a common purpose and understanding, which is that education leads to better life chances.

At BCoT we have oriented our approach to focus on the end goal for each student – what their qualifications, knowledge and skills gained at College will enable them to go on and do after they leave.

There are two acceptable outcomes for us as a vocational technical institution. These are that our students either:

- Progress into work; or
- Progress onto further study

This strategic plan is built around these five core elements of what we do, with challenging performance indicators established so that we can assess the impact of our work.



BCoT

The College

Our people
Our resources
Our reputation



Courses

Curriculum

Specialisms
T Levels
Level of study
Vocational range
Type (FT, PT, APP, HE)



Students

Our Market

Region
Demographic
Employers
Stakeholders



Skills and knowledge

Outcomes

Qualifications
Skills
Knowledge
Personal and professional development
Industry relevant behaviours



Progression

Destinations

Employment
Further study

» OUR PEOPLE AND CULTURE

Every day our inspirational staff are helping students to realise their potential.

We have made good progress since our last strategic plan. Our annual staff satisfaction survey has reported year-on-year increases in all key measures.

Highlights include:

- 82%** of staff say communication and consultation is good
- 76%** say they have the opportunity for personal development
- 90%** report they achieve job satisfaction
- 95%** say they are proud to be a BCoT member of staff

Our people will make BCoT an Outstanding College. To support them in this and achieve this standard the College will focus on the following:

- Professional development
- Teaching and learning
- Wellbeing
- Job satisfaction
- Career opportunities
- Rewards and benefits
- Loyalty
- Recognising excellence
- Improving workspace

Specific initiatives the College will be introducing include:



Industrial updating

All teaching staff will undertake regular industrial secondments to keep in touch with their industry and its skills requirements.



Flexible working arrangements

Including introducing a “Working from Home” policy.



Staff laptops scheme

Giving staff the opportunity to exchange their desktop PC for a laptop to provide a more flexible approach to achieve their ideal work-life balance and improve their efficiency.



Digital skills boost

We want to ensure everyone is confident and capable in their use of IT in their role.



Improving workspaces and the working environment

Continued investment and programme of improvement so that everyone is working in a modern and well-equipped environment.



Recognition scheme

Introduce new initiatives to identify, celebrate and share excellent performance. We will recognise loyalty and long service at the College with new benefits at milestone events.



Embedding the culture

We must ensure that our mission and values are at the heart of everything we do.



Equality and Diversity

BCoT is committed to providing a high quality educational experience where learners and staff can work in a positive and inclusive environment. The College actively works to identify and eliminate all forms of conscious and unconscious bias, especially those areas of difference identified in the Equality Act 2010.

With regard to racial inequality, the College has confirmed its commitment to implement the 10-point action plan advocated by the Black Further Education Leadership Group to address systematic racism in our sector.

» OUR RESOURCES

Our students experience and use industry-standard equipment in modern, well-equipped learning spaces.

The College is committed to making continued investments to renew and improve resources available to our students.

We aim to create a modern learning environment that inspires students and familiarises them with what they may find in the workplace.

Safeguarding and security is a high priority. It is essential that all students feel safe and secure when they are on campus. Much has been done to secure the site and further changes are planned to enhance security. In 2020, over 98% of staff agreed that safeguarding arrangements are effective at BCoT.

Our ambition is to have an IT system that is second-to-none in the sector. We already have fantastic facilities, such as LaunchSpace, using technology to deliver learning in new and exciting ways. We expect the use of technology will become ever more prevalent as we move forward, and this technology will require state-of-the-art networking and Wi-Fi capability to be utilised effectively.

As 5G becomes more commonplace, our award winning Digital Team will be leading in use of this groundbreaking technology in teaching and learning. This will enhance the current use of Virtual Reality and Artificial Intelligence in the classroom.

Through careful stewardship of its resources the College has established a healthy financial position that enables it to make continued investment in its resources. Financial support from Enterprise M3 LEP and the Education and Skills Funding Agency has been crucial to support the College's ambitions and we anticipate ongoing financial investment from these key stakeholders.

During the life of this plan we intend to extensively rebuild and refurbish our F Block building, including replacement of the glazed curtain walling bringing the entire teaching block up to the modern day standard. This exciting multi-million pound project will take several years to complete due to logistical challenge presented in carrying out major works to a building in constant use.



BCoT is in the top

18%

of all UK further education colleges offering advanced technical skills training.*

*Annual league tables published by FE Week, based on key criteria published by Department for Education.

» OUR CURRICULUM

We will maintain our broad range and mix of provision. T Levels are an exciting new technical qualification that we will be introducing from September 2022. We will also increase higher education provision available in Basingstoke.

Curriculum intent

BCoT's courses are selected and designed using market information and undertaking an Employer Needs Analysis.

Skills demand is at the heart of the College's curriculum intent, which is to:

- > Develop and deliver a flexible curriculum that responds to the needs of our region
- > Provide high quality education and training for all students
- > Successfully embed technology enhanced learning throughout the curriculum
- > Deliver successful outcomes for all students

The College aims:

- > To be inclusive by ensuring it has provision suitable for people of all abilities and backgrounds
- > To enable social mobility by supporting everyone to achieve their full potential
- > To make provision for people with special educational needs and disabilities
- > To provide training tailored to the needs of individual employers

As a general further education college with an inclusive agenda we are committed to maintaining our wide range of learning opportunities that embrace all parts of our community.

These include:

- Full and part-time courses for young people (age 14 to 19)
- Apprenticeships
- Courses for adults, including vocational, English and maths, post-COVID economic recovery, retraining and training for the long-term unemployed
- Courses at all academic levels up to Foundation Degree
- Specialist provision providing tailored courses for students not ready for mainstream learning
- Leisure and community learning



Relevance and suitability

We want learning to be enjoyable, but it must lead to positive progression outcomes.

We will ensure all our courses are delivering good progression outcomes for the students and we will modify or remove courses altogether if they do not deliver good outcomes for its students.

We continually ensure that our curriculum is meeting the skills needed in our region and we refresh and amend courses to keep them up-to-date and in-line with the evolving requirements in each sector.

New courses are in development in the following high priority areas:

Construction, modern methods of construction

Media and Games design (including an Esports pathway)

STEM industries

Low carbon economy

Health and Social Care

T Levels are a new type of qualification under development and BCoT intends to offer them as they become available.

The first T Levels the College will offer will be for academic year 2022/23 in the following:

Construction (design, planning and surveying)

Education (Childcare)

Health

Engineering (manufacturing and process)

We will expand the range of T Levels available at the College in subsequent years. We anticipate existing vocational qualifications that overlap with T Levels will cease in 2023.

The recently announced Lifetime Skills Guarantee will enable more adults to achieve technical qualifications at Level 3, including T Levels.



Higher Level (Levels 4/5/6/7)

All available market indicators point to an ever-growing demand for higher-level skills in the region and the country.

The Auger review into post-18 education and training highlighted the key roles colleges have in delivering this provision; it should not be the sole preserve of the university sector.

BCoT will be concentrating on delivery of Level 4 and 5 itself, and working with university partners to deliver Levels 6 and 7 in Basingstoke. The absence of substantial higher-level provision in the Borough has been long-standing and is not easily resolved. The College can play a leading role to bring about a change in this position.

In 2020 the College entered into an exciting new partnership with the University of Portsmouth to deliver university validated courses. Initially this will be in engineering with the intention to expand the range of courses validated by the university and delivered from our new HE Centre.

New higher-level courses in development include:

+ **Media/Games Design HNC**

+ **Computing HNC**

+ **Degree in Engineering**

+ **Degree in Media**

+ **Degree in Computing**

A dedicated marketing plan will promote this new HE provision.





Apprenticeships

The College delivers both day release and in-company apprenticeships to a growing number of businesses and people.

The design of our curriculum enables seamless transition between apprenticeships and other College courses to facilitate movement as circumstances change.

The College is committed to maintaining its apprenticeship programmes and adapting the provision to respond to market changes. We believe there is value in exploring further opportunities for consolidation within the market to strengthen the provider base and simplify access into apprenticeships for business.

A detailed and comprehensive curriculum strategy supports this strategic plan. It includes a thorough analysis of skills need in the region and identifies how the College will adapt its curriculum to meet that need.

» OUR STAKEHOLDERS AND MARKET

BCoT is an open and engaging organisation, keen to explore new ventures and responsive to feedback. We have a wide-ranging remit and we aim to grow our market and so increase the opportunities for the community to benefit from our work.

Region

BCoT is at the heart of the local economy.

The BCoT Group's primarily purpose is to serve communities and businesses in the North Hampshire and West Berkshire regions and this will always be our highest priority. Where the Group has particular strengths or areas of expertise it will widen its geographical reach to a national level in order to benefit the wider UK economy and strengthen delivery of our core aims.



12 | Strategic Plan 2021-2025



Putting employers in the driving seat

The College will actively seek ways to increase the input and influence business has on what we do. Adapting our work to meet business need is a fundamental concept for us.

We will:

- Increase active business representation on the Board and the ability to access and influence the Board (e.g. co-opted members and special roles that recognise time constraints)
- Deliver what business is prepared to pay for
- Proactively engage with business
- Run business interest groups
- Increase involvement and work with the Chamber of Commerce
- Open a Business Centre to help businesses navigate the skills landscape
- Deliver a quarterly business newsletter
- Provide more information on our website for businesses about how they can support the College and vice-versa
- Use the CRM to target our work and engagement with business
- Work with Destination Basingstoke
- Be an active member of the Business Borough Partnership
- Involve business in T levels and work placements
- Work with national employers
- Engage through Aspiral's Business Development Team



An inclusive college

We must ensure that we remain accessible to everyone in society.

Our students' ages range from 14 to 80+ and we welcome people from all walks of life.

The College intends to remain the first-choice provider for technical skills training in our region by:

- Providing genuinely flexible study models to suit changing lifestyles, circumstances and business needs
- Delivering more Distance Learning and remote Access courses
- Ensuring that our progression ladder is there for everyone
- Increasing the use of online learning in course delivery
- Going out into the market to promote our services
- Proactively engaging businesses and individuals
- Opening the College's outstanding facilities to wider community and business use

Marketing and reputation

Every year we enrol over 6,000 students on our full and part-time courses.

The College is well established and respected in the region and has a national reputation for its digital learning delivery.

We work with household name national employers through to SMEs and sole trader organisations and our feedback from businesses tells us we are helping them to achieve their business goals.

The college is anticipating growth in the following sectors over the duration of this plan:

- 16–18 aged students undertaking programmes of study, including T levels
- Apprentices (all ages)
- Adults enrolling through the new Level 3 Adult Skills Fund
- Students studying at Level 4 and above



Community and stakeholders

The College is very well established in its community.

It places particular emphasis on engaging meaningfully with its stakeholders who include:

- Large employers
- Basingstoke & Deane, East Hampshire and West Berkshire District Council
- Hampshire County Council
- Education and Skills Funding Agency
- Enterprise M3 Local Enterprise Partnership
- Hampshire Chamber of Commerce
- Parents
- Secondary Schools
- Universities and other providers

This is an important part of our work. The College is committed to collaborative working and reducing unhelpful and wasteful competition where it exists.

College managers will work with key stakeholders, including acting as governors, just as the College will seek stakeholders to join its Governing Body.



Institute of Technology

BCoT is excited and proud to be part of the Clean Growth Low Carbon Institute of Technology proposal currently under development.

This is a collaboration of four FE colleges in the Enterprise M3 LEP region together with two university partners. The proposals are at an early stage but are a vital element of the College's plans to bring a significant expansion in HE provision in the Borough.

» SKILLS AND KNOWLEDGE

BCoT is about more than qualifications. Our most important role is developing our students to be well-rounded, socially responsible people, equipped with the skills and knowledge to go on and become a great asset to the economy and society.



Personal and professional development

Our students learn about their industry and acquire skills to enable their entry or progress in their chosen sector.

These are the technical skills that externally accredited qualifications assess and grade.

More widely though, students will learn and understand that non-technical skills are just as important to a successful career. These personal and professional skills will be developed throughout a student's time at College through all aspects of their study programme.

We will also place a significant emphasis on our students' understanding of the environmental impact of their sectors and the opportunities and strategies for these sectors to transition to a low carbon future.



Digital skills

BCoT recognises the importance of digital skills for both the current and future generations.

The College puts digital central to its curriculum delivery and the aim is that every student enhances their digital skills whilst they are with us.

LaunchSpace is a teaching area dedicated to using new technologies innovatively in teaching and learning. It is equipped with the latest education tech and is run by a teaching practitioner and digital specialists. The intention is for all full-time students and apprentices to have elements of their course delivered through LaunchSpace by 2022/23.



Industry placements

All full-time students will undertake a meaningful and relevant industry placement as a core part of their programme of study.

The College has excellent links with business and a team dedicated to assisting students to find these placements.

Emotional intelligence

Emotional intelligence is the ability to understand, use, and manage one's own emotions in positive ways to:

- Relieve stress
- Communicate effectively
- Empathise with others
- Overcome challenges
- Defuse conflict

Emotional intelligence helps to build stronger relationships, succeed at school, college and work, and achieve career and personal goals. It can also help to connect with your feelings, turn intention into action, and make informed decisions about what matters most to a person.

We will implement a programme for our students to understand and use emotional intelligence to achieve their goals, both career and personal.

Developing personal and professional skills

We know that employers value employability skills at least as highly, and sometimes more highly, as they do technical knowledge.

This is particularly true for young people starting on their careers. For this group the development of their character and work skills is essential to their future success.

The top character attributes we have identified employers are looking for when they take on a young person are:

- Positive attitude
- Mental resilience
- Flexibility
- Health and wellbeing
- Adaptability
- Hardworking

Alongside these work skills:

- Punctual
- Reliable
- Team worker
- Prepared



Financial and entrepreneurial skills

We will also recognise the importance of ensuring that students have a good grasp of the fundamentals of personal finance and business skills. The College will include this in the programme of personal and professional skills development for our full-time students and will provide short part-time courses for adults to engage and learn.



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» OUR CORE STUDENT VALUES

Through our curriculum we actively encourage our students to adopt and work to our core student values, carefully determined and designed to encompass both British and workplace values:



Respectful

Valuing every person as an individual and embracing diversity in our community



Ready

Punctual and prepared to work and learn



Safe

The environment to work and learn in is safe for everyone

We will promote these characteristics and values through a positive message reinforcement campaign using traditional and digital media. This campaign will support and reinforce the work of teachers, tutors and staff to promote and emphasise the importance of developing these personal skills and embed this into lessons.



» PROGRESSION AND DESTINATIONS

Our aim is for every BCoT student to progress, with the skills employers need, either into work, into a different job or role or onto another education programme.

We value further education as an inclusive and wide-ranging sector that is able to provide for everyone in society. Education is the key to social mobility for many students, it provides the foundation and means for people to improve their lives and those around them.

An education lasts a lifetime, but it is not possible to track, record or report a lifetime's experience so we assess the immediate impact.

We look at how a course has influenced the immediate future for students – have they gained employment in their chosen area and was their time at College helpful in securing that outcome?

Through our alumni network we will keep in touch with former students, invite them back to College to talk to current students and use their experience and feedback to inform our curriculum content and ensure its relevance.

We also take into account the views and feedback of those businesses employing BCoT students to understand from their perspective what the College does well and where there are gaps or areas to improve.

To assist our young adult students to achieve a positive outcome after leaving College we will assist them to make university applications, write their CV and identify suitable career aspirations.

Similarly, for adults that are seeking a career change or are returning to the workplace, we will work with them to achieve their goals through careers advice and direct support with job applications.

We will follow-up with our students to record their destination six months after the end of their course. After that we will stay in touch through our alumni network.



The BCoT alumni

Our alumni network will be relaunched with a campaign aimed at encouraging all students to join when they leave us.

We will use social media to put former students in contact with the College, other students and their course peers.

We will assist our students in their use of LinkedIn to promote themselves and increase their employment opportunities.

The network will enable our alumni to make contact and stay in touch, and enable the College to follow the careers of its former students and use alumni destinations in marketing activity to tell their story.

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