



HARTPURY
COLLEGE

**COLLEGE
LEARNING
CENTRE**

ANNUAL

ACCOUNTABILITY STATEMENT 2023-2024



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1.0 MISSION

COLLEGE MISSION AND PURPOSE

Hartpury will be a specialist niche provider delivering relevant, effective and high quality education and training for employment in sport, equine, animal and agricultural industries; locally, regionally, nationally and internationally.

Developing resilient, confident and independent young people to support lifelong success and to 'make a positive difference' to the industries that we serve.





2.0 AIMS

AND OBJECTIVES





Our Strategic Aims and Objectives are to:

Build and sustain a vibrant, student-centred industry facing culture which supports:



Being the best we can be

Hartpury will be relentless in the pursuit of excellence, building upon its reputation as a world-class provider of specialist further and higher education.



Building strength through partnership

Our development will be enabled through effective partnerships and collaborations with those who share our vision for the future.



Being inclusive in all that we do

We will create an inclusive and accessible environment that promotes respect for our students, staff, and the wider community.

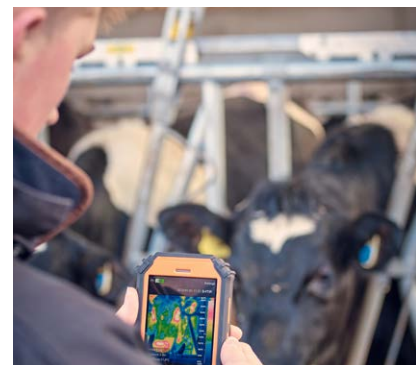




3.0 STRATEGIC PLAN OVERVIEW

Our Strategic Plan was approved by our Governing Body in March 2019 and can be found [here](#). Our detailed supporting College Strategy underpins the overall Strategic Plan. The Hartpury 2030 Strategy is currently under development; as such the wider discussions informing the development of this Accountability Statement have been effectively considered in the early phases of Hartpury 2030 with regard to our provision type and curriculum offer.

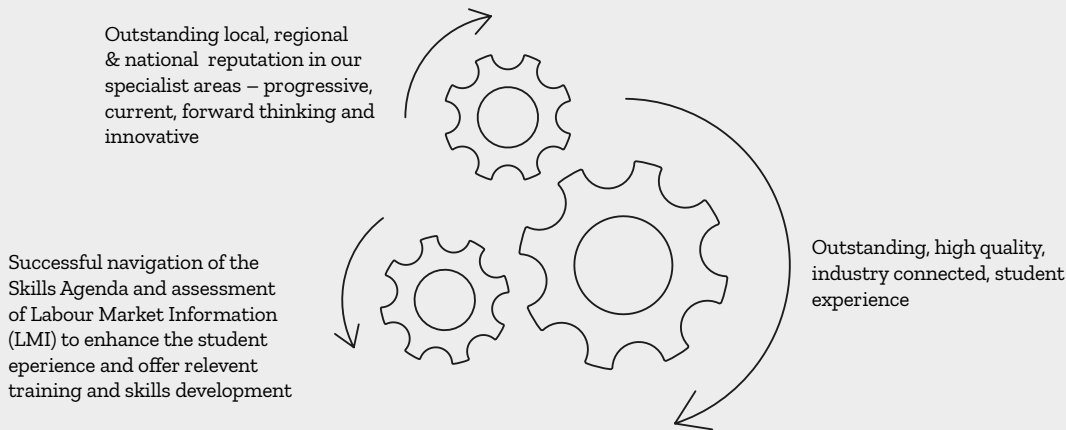
Since its publication, national skills policy has evolved and developed, as one would expect, therefore this Annual Accountability Statement takes account of these changes including the introduction of Local Skills Improvement Plans (LSIPs). Chamber of Commerce, Business West was successful in securing the development of the Gloucestershire (and West of England and Swindon & Wiltshire) LSIPs and, in parallel, focused on a number of key industry priority areas including Agri-tech, production and sustainability. Hartpury is implementing a significant capital investment programme, drawing on funds such as the Shared Prosperity Fund (£500k), (**T Level Capital Funding TBC**), and Levelling Up (£10m), working closely with the Forest of Dean District Council. This investment will support an improved infrastructure across the organisation to continue to deliver a specialised curriculum linked to local, regional and national skills needs. Shared Prosperity Funds secured include Monmouthshire County Council for Agri-innovation, Stroud District Council, also for Agri-innovation, Gloucester City Council to support a Sport Business Hub project and Forest of Dean District Council to support a cycle route feasibility study.





4.0 OUR STRATEGIC PRIORITIES UNPACKED

(further detailed in Appendix 1):



Being the best we can be

- A. Provide an outstanding student experience.
- B. Ensure that we are agile enough to negotiate the skills agenda effectively to maintain an outstanding student experience and maximise recruitment.
- C. Identify and implement a 'whole institution' approach to support the building of resilience in young people.
- D. Uphold a whole institution approach to developing and effectively using state-of-the-art facilities to support an outstanding student experience and local, national and regional needs.



Building strengths through partnership

- A. Build outstanding and sustainable partnerships with students, parents, industry, first LEP, local authorities, the LSIP, District, Borough and County Councils, Skills Strategy, Ofsted, professional bodies and the community.
- B. Continue to develop sustainable formal and informal partnerships with employers, Hartpury University and other HEIs, ensure industry preparatory provision and strong levels of progression to employment and university level study, therefore meeting both the current needs of industry and providing students with the skills set to innovate and drive emerging trends for the future.



Being inclusive in all that we do

- A. Ensure provision of equality of opportunity for each individual student.
- B. Operate an inclusive outreach recruitment approach that includes under-represented groups and supports raising of aspiration.
- C. Identify and implement a whole institution approach to support the building of resilience in young people.



Embrace Sustainability

- A. Raise awareness of the importance of climate change and sustainability, equipping students and staff with the tool to 'make a difference' as custodians of the future
- B. Develop the campus to reflect best practice in accordance with a Hartpury Sustainability Action Plan.



5.0 FURTHER STRATEGIC CONTEXT

Strategically, the curriculum areas provided by Hartpury College are niche and specialist, focusing on Land-based Diplomas, Sport Diplomas and A Level programmes. The areas of specialism offered reflect local, regional and national economic need, for example, the need to produce more STEM skilled individuals and also the requirement to produce highly skilled and technological advanced workers for Agriculture in pursuit of the Agri-Skills Strategy. The College's areas of specialism are very attractive to the 16-19 year old, providing a STEM 'hook' through the use of animals or sport for example which also helps to attract a diverse range of students to the study of STEM subjects.

The A Level offering strategically aligns with the vocational areas offered, allowing students to combine A Level study with their sporting or equestrian interests in addition to a further enrichment offering such as Pre-vet programmes, all elements of which are designed to support students with successful and competitive UCAS applications and ultimately progression to their university of choice and employment. Over half of our A-Level population is involved with our Sports Academy alongside their A Levels, a unique offer that supports the dual career pathway of an elite athlete combined with a high-level academic offer.

Hartpury is unique in that it has a University and a College on a single campus. The University offering mirrors the subject areas of the College and very much focuses on ensuring that courses offered and associated research reflects current and future industry demand and provides careers pathways between further and higher education

This unique structure supports the development of shared specialist resources for both the College and University students, yet at the same time, positions specific academic and practical resources for university level study, supporting the raising of aspiration amongst the College student population. Positive progression statistics demonstrate the effectiveness and impact of this approach.

Our regular, extensive contact and collaboration with industry continues to ensure that programmes are refreshed, shaped and fit for purpose to meet industry needs. Hartpury is focused on ensuring that students are highly employable on completion of their programme, with the technical and academic skills required for university study and / or employment in the industry related to the subject area in which they are studying in addition to providing key transferable skills, knowledge and behaviours that will enable them to 'make a difference'. Our programmes are all delivered using a unique 'Hartpury Certificate Plus' framework which places significant emphasis on the development of 'day one' employability skills and attributes.

Curriculum rationalisation was undertaken a number of years ago in relation to entry level and level 1 provision following full appraisal and consideration of the countywide Further Education offer to ensure provision of the best possible student experience within the county and avoidance of duplication. As such, the majority of Hartpury College provision is focused at levels 2 and 3.



HARTPURY
UNIVERSITY



HARTPURY
COLLEGE



Hartpury complements the county offer with regard to subjects offered and provides unique opportunities for the residential study of Sport, Equine and Agriculture in addition to the ability for students to combine their sporting interests in pursuit of excellence with their chosen academic studies through the significant Sports Academy structure mentioned previously.

WE ARE THE ONLY SPECIALIST LANDBASED COLLEGE IN THE COUNTY AND ALSO THE ONLY PROVIDER OF THE UNIQUE SPORTS ACADEMY MODEL OF THIS KIND AND SCALE.

From a regional and national perspective, Hartpury's specialisms meet the needs of the Industrial Strategy and now 'Build Back Better: our plan for Growth'.

International recruitment for the College is deliberately small but focused; adding an international flavour to the overall student experience and allowing students to further explore cultural diversity.

Curriculum planning and development through annual strategic review constantly monitors the local, national, regional and international demographic, the economy and labour market information to ensure continuation of both a unique and cost-efficient offer that meets the needs of the industries we serve and government skills priorities, not just for today but for the future.

New for 2022-2023 is our Employer and Industry Partner Scheme. This will further enhance the extensive work already undertaken to place employers at the heart of our delivery through a formalised partnership approach.



6.0 CONTEXT AND PLACE: *THE COMMUNITIES WE SERVE*

Hartpury College, located in the Forest of Dean District in Gloucestershire, is the largest UK Residential College. It attracts 16-19-year-old full time students from a 30-mile radius locally from Gloucestershire, Herefordshire and Worcestershire and also regionally, nationally and internationally due to the specialist, niche nature of our offer. 2000 College places are available on full-time courses each year in addition to a small but growing apprenticeship offer in Agriculture, helping to serve the local agricultural community. A number of students recruited from further afield, do gain employment with the local area and therefore our national and regional reach enables talent to be attracted to and retained in the county.

Due to the reach, Hartpury works with 218 local authorities across the UK.

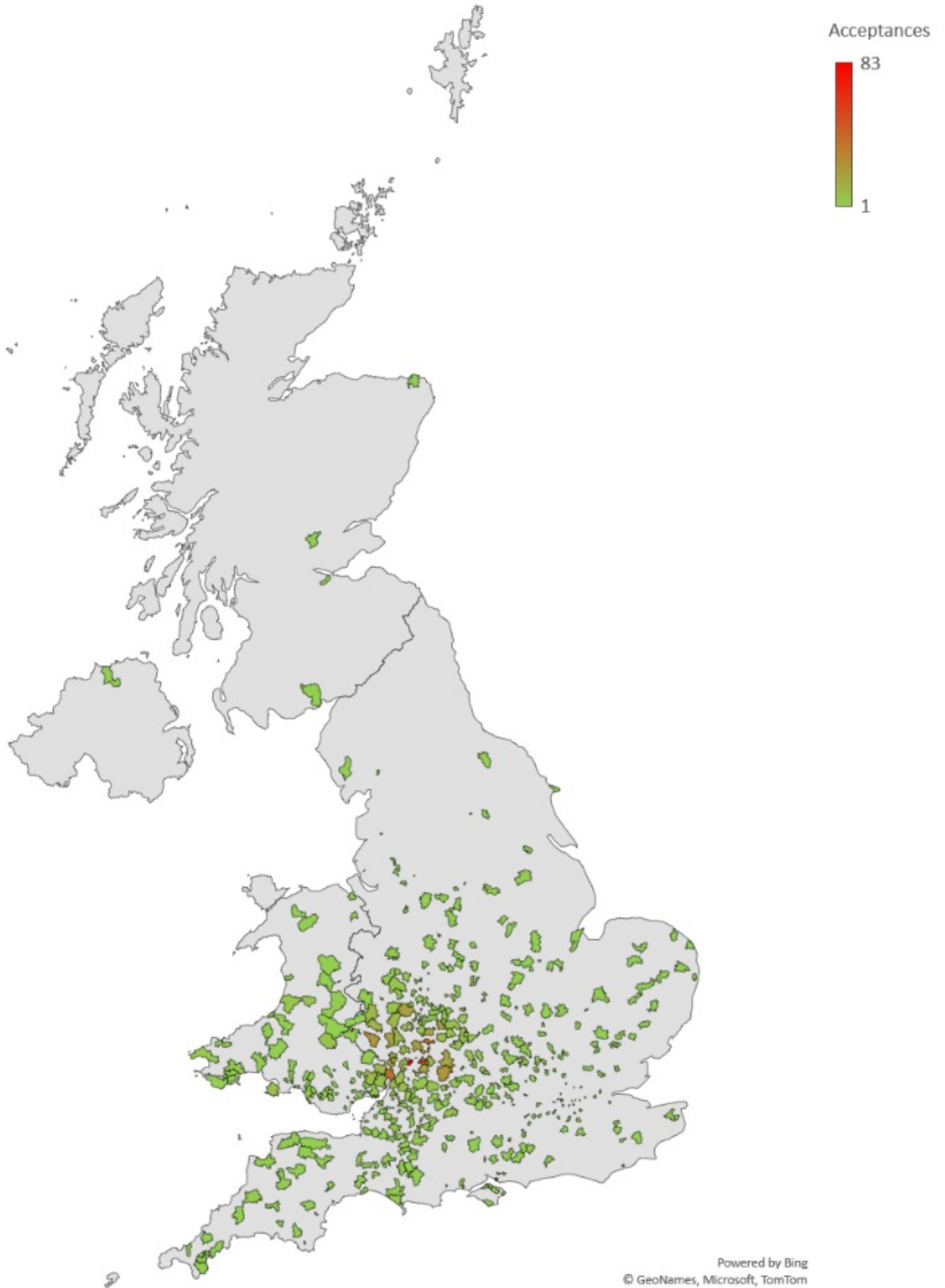
The map highlights the typical distribution of our students across the UK (based on 2022-2023 acceptances).

Travel to work patterns are variable with many staff commuting locally from Gloucester, Cheltenham and Hereford areas. A small number of staff also commute to Hartpury from across the border in Wales. A proportion of staff have relocated to the Hartpury area for job opportunities, particularly lecturers or managers and a number were already living locally prior to taking up employment at Hartpury.





Acceptances by Postcode 2022 - overall





7.0 BUSINESS AND ECONOMIC PROFILE:

In Gloucestershire, figures released by gfirst LEP show the sport industry directly employs more than 5,000 people and puts the total direct social value of sport to the economy at £938m. Sport England suggests the economic value of sport in the UK in terms of health is around £11.2bn, with latest figures showing sport and sport-related activity generated GVA of £20.3bn. "This places sport within the top 15 industry sectors in England and larger than sale and repair of motor vehicles, insurance, telecoms services, legal services and accounting," said a spokesman. Sport and sport-related activity is estimated to support over 400,000 full-time equivalent jobs – 2.3% of all jobs in England, and generates a range of wider benefits, both for individuals and society.

The UK Agri-food supply chain is worth £120bn and employs 4m people (Defra 2022). The Gloucestershire Agri-food supply chain alone employs over 50,000 people, 14.9% of the workforce and generated a GVA of £1.4bn in 2017, or 8.8% of the local economy, both higher shares of the economy than seen nationally.

The equine industry is also significant contributor to the Gloucestershire economy. Economic Impact Analysis of the four-day Cheltenham Festival for example, reveals that it brings in excess of £274 million to the local economy. The equine industry in the UK is both vibrant and valuable, contributing £8bn a year to the economy.

In addition, the UK pet market is currently valued at £6.7bn. Pets at Home Annual Report 2022. 17.4m (62%) of households have a pet and 34% of these (13 million) are dogs Pet Food Manufacturers Association 2022.

As such the Hartpury offer is very much contributing to key local, regional and national needs.

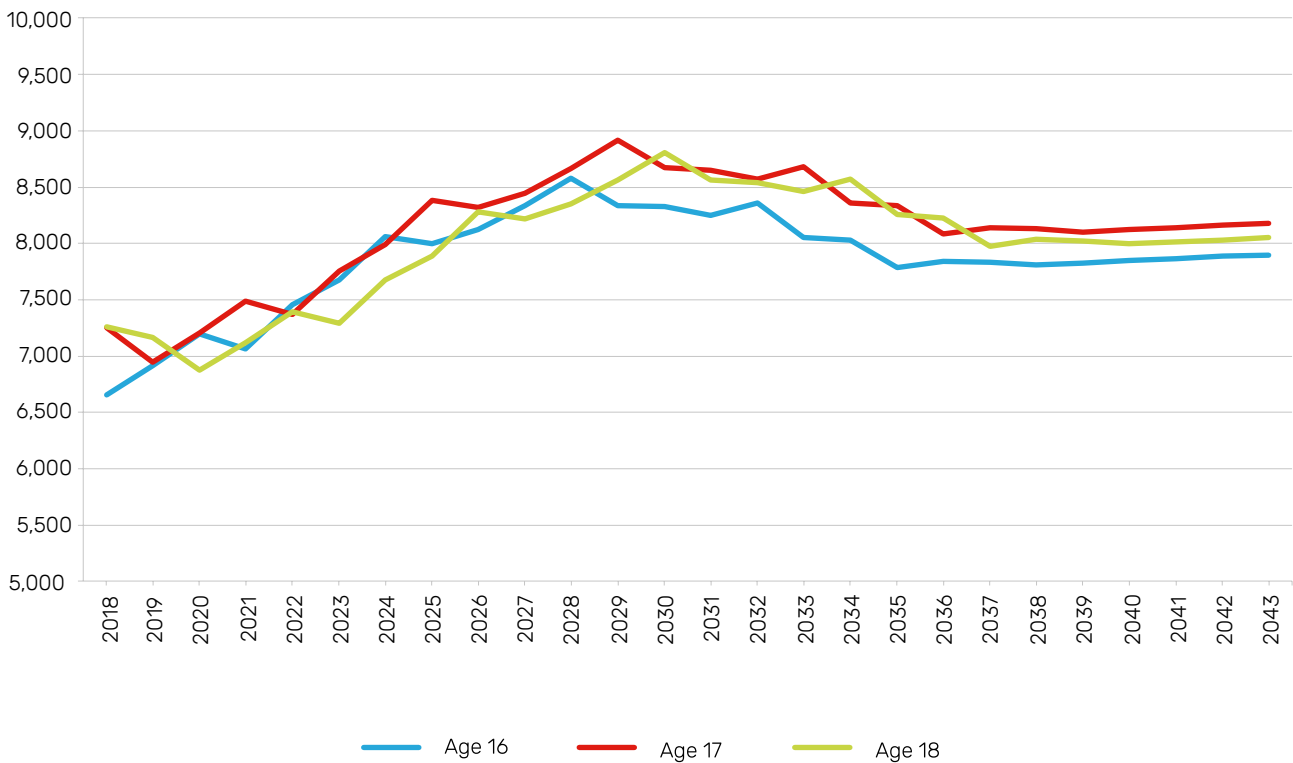




8.0 YOUNG PEOPLE WITHIN THE COUNTY:

Following a period of contraction, the number of 16year-olds is projected to increase over the next six years. The increase in Gloucestershire alone is illustrated in the graph below.

Demand for Hartpury courses has increased year on year with student numbers growing by circa 500 over the past 5 years in line with our predicted targets and 2025 Strategy. This demonstrates that the requirements of young people are being met.



Source: 2018-based Subnational Population Projections, Office for National Statistics



9.0 GLOUCESTERSHIRE LSIP PRIORITY AREAS

This annual Accountability Statement has been developed, taking into account a number of sources including:

- Industrial Strategy
- The Plan for Growth
- gfirst LEP Skills Strategy 2022-2027.
- The findings from the Gloucestershire Local Skills Improvement Plan (LSIP) report
- The findings from the LSIP process. Hartpury has worked collaboratively with Business West to support introductions to our agriculture and Agri-tech network. A number of our stakeholders and partners have therefore been very engaged with providing valuable contributions to the LSIP development, defining the importance of and current and emerging skills needs.
- Landex data sources.
- Our Industry-Curriculum Co-creation events held in June, providing the opportunity for key industry professionals to collaboratively shape the curriculum and provide details of any skills gaps that can be directly fed into curriculum design and delivery.
- The Gloucestershire Agri, Food and Rural Business Group, chaired by Hartpury College Deputy Principal FE.
- LMI from the Hartpury Business Development Team.
- Improved productivity need on a local and global scale in relation to the Levelling Up White Paper.
- Discussions with and review of the Gloucestershire colleges offer to ensure complementary provision across the county that allows students the opportunity to follow their choice of career.
- Our Hartpury University Partnership

The gfirst LEP Skills Strategy 2022-2027 and LSIP details the following sectors as key for the county with those displayed in bold relating to our curriculum offer:

LEP Skills Strategy Priority Areas

- Advanced Manufacturing and Engineering
- **Agriculture, Food and Rural Business**
- Banking and Finance Professional Services
- Construction and Infrastructure
- Cyber-tech
- Energy and Green Renewables
- **Health and Social Care**
- Retail
- **Tourism and Visitor Economy**
- Transport



"I think this Accountability Statement is an excellent and comprehensive piece of work. Your goals are ambitious and will no doubt be challenging for you and the team.

I am delighted to see the numerous references to our Local Industrial Strategy, our Skills Strategy and the work of our Agri-food and Rural Business Group and I feel the whole document chimes really well with our own direction of travel for the skills agenda in the county."

Dev Chakraborty
Deputy Chief Executive
GFirst LEP



"Hartpury is delighted to be collaborating with Business West in support of the LSIP development. This is such an important project directly aligning the development of priority skills to business development and ultimately economic growth. It is particularly pleasing to see the importance of agricultural production and Agri-tech, key areas needed to support our food supply chain, featuring as an area of focus. We look forward to hearing the findings from such an extensive employer engagement project in order to inform our collaborative county educational offer."

Claire Whitworth
Deputy Principal Further Education

LSIP

- **Agriculture, Agri-Tech and Land Management**
(also for Swindon and Wiltshire)
- IT, Tech and Business Services
- Construction
- Advanced Manufacturing & Engineering
- **Digitisation, Net Zero and Climate Change**
- Creative
- Health and Social Care

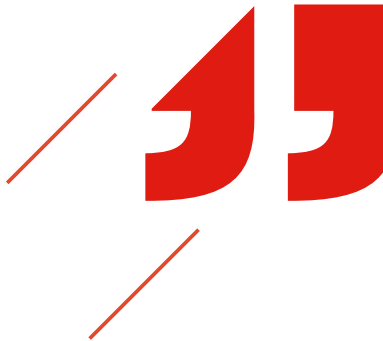
Our Board of Governors has been significantly involved at every stage from inception, involvement in industry specific sessions informing the LSIP through to review. The annual review of the Accountability Agreement is now integrated into the governance cycle inclusive of our strategic planning events informing our 2030 Strategy and therefore in full alignment.

External scrutiny, prior to publication has also been sought from Business West and gfirst LEP.



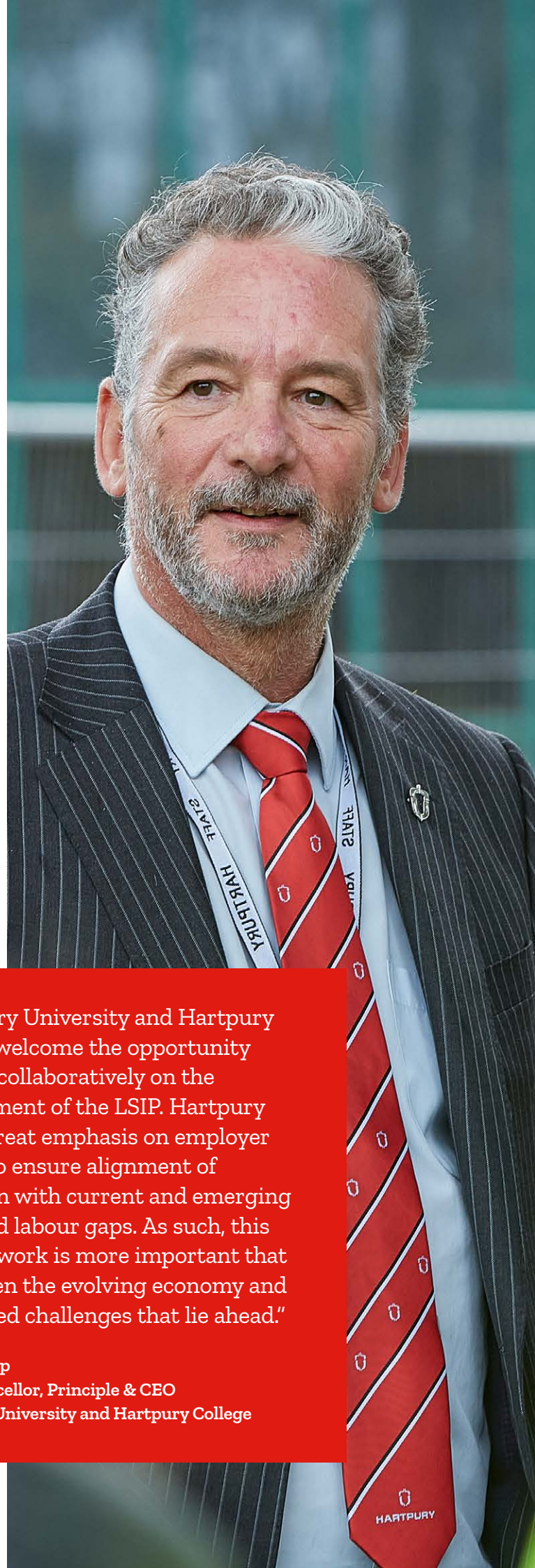
We have been greatly supported by Hartpury in engagement with the agri-food supply chain in the region and have worked collaboratively to ensure engagement is as broad and representative as possible, and we expect to continue our effective working relationship throughout the LSIP project cycle.

Matt Tudge,
Head of Skills Planning
Business West



"Hartpury University and Hartpury College welcome the opportunity to work collaboratively on the development of the LSIP. Hartpury places great emphasis on employer liaison to ensure alignment of provision with current and emerging skills and labour gaps. As such, this piece of work is more important than ever given the evolving economy and associated challenges that lie ahead."

Andy Collop
Vice-Chancellor, Principle & CEO
Hartpury University and Hartpury College





10.0 OUR CONTRIBUTION TO NATIONAL, REGIONAL AND LOCAL PRIORITIES

Hartpury College has a long standing, clearly defined and industry connected curriculum, focusing specifically on our specialist areas, that meets local, regional and national needs, skills gaps and emerging trends identified as government priorities within the industries that we serve as shown in the table below.

Our curriculum offer is informed by the demographic, the economy and skills related labour needs, industry and other stakeholder feedback in addition to further labour market information. As such, the aims and objectives of this Accountability Statement align directly with our Hartpury Strategy. We have ensured that our aims and objectives of this Accountability Statement align directly with our overarching Hartpury Strategy.

As a result of such an industry connected and niche provision, progression rates to related employment and higher education are high and have been consistently so for a number of years, reflecting the emphasis that we place on ensuring the curriculum aligns with economic need.

Our work and dialogue with Business West in support of the LSIP, gfirst LEP and Gloucestershire colleges has ensured alignment of our offer to meet skills gaps and demand and that collaboratively the county educational establishments effectively support the economy.

Table text: ■ National and regional | ■ Gloucestershire

Hartpury Niche Specialisms and Links to Local, Regional and National Priorities

Animal Management and Science	Agriculture	Equine	Sport, Uniformed Protective Services and Outdoor Activities	A Levels
STEM agenda	Aging workforce	STEM agenda	STEM agenda	STEM agenda
Business innovation	Global food production	Business innovation	Business innovation	AI and data economy
Improved business productivity	STEM agenda	Improved business productivity and technical skills to support the significant Equine industry in Gloucestershire contributing millions to the local economy	Improved business productivity	Business innovation
Technical skills	Argi-Tech and Digital skills - evolving need		Meeting the needs of the aging society - link with public health / nutrition / fitness industry and associated cost	Improved business productivity
Industrial Strategy/ Build Back Better: our plan for growth	Sustainability/ Climate - carbon reduction	Industrial Strategy/ Build Back Better: our plan for growth	National sport priorities - Sport England - increasing physical activity	Industrial Strategy/ Build Back Better: our plan for growth
	AI and data economy		National Food Strategy	Sustainability/ Climate - carbon reduction
	Business innovation		Industrial Strategy / Build Back Better: Our plan for growth	
	National Food Strategy			
	Industrial Strategy/ Build Back Better: our plan for growth			
Gloucestershire Skills Strategy / LSIP Review - vet nursing / science skills gap	Gloucestershire gfirst LEP Agri-Rural Business Group skills need	Gloucestershire Skills Strategy / LSIP Review tourism and visitor economy skills gap / vet nursing and science skills gaps.	Gloucestershire Skills Strategy / LSIP Review - nutrition, health and wellbeing	Gloucestershire Skills Strategy / LSIP Review - all aspects
	Gloucestershire Food Strategy			
	Gloucestershire Skills Strategy / LSIP Review - Agri-tech and engineering skills gap			

11.0 TARGET OUTCOMES REFLECTING NATIONAL, REGIONAL AND LOCAL PRIORITIES

Reference to overall Hartpury 2025 Strategy	College Strategic Aim/Objective	Impact and our contribution to the National, Regional and Local Economy	Deadline
LSIP 2023, Gloucestershire Skills Strategy 2022-2027			
Strength in Partnership Inclusive in all we do	<p>1.0 Roll out Landbased T-Levels from September 2024 in:</p> <p>Agriculture, Land Management and Production with specialisms in:</p> <ul style="list-style-type: none"> Plant and Crops Production Livestock Production Landbased Engineering <p>Animal Care and Management and Equine Care and Management subject to confirmation of availability to deliver Shaping a joined up approach with the county</p>	<p>Full implementation of Landbased T-Levels for September 2024</p> <p>Recruit to target</p> <p>Contribute to meeting the needs to a priority sector identified in the LSIP, National Skills Strategy and Industrial Strategy</p> <p>T-Levels are developed with employers and delivered with employer support and as such support skills needs through a practical and applied approach to learning, supporting work readiness</p>	September 2024
Being the Best we can be Strength in Partnership Inclusive in all we do	<p>2.0 Use the LSIP findings to help shape the content of our Hartpury Certificate Plus Prep for Success Programme in relation to core softer skills identified by employers inclusive of digital skills</p> <p>Our Hartpury Certificate extends beyond the requirements of the qualification, placing emphasis on employability skills and attributes to support high levels of progression to work and university</p>	<p>Students – 95% students each year self-assessing as developing skills for future job</p> <p>A minimum of 95% of completing students progressing to a positive destination each year (employment or university /further study) Enable students to succeed in their chosen career and vocational programmes and contribute to national, regional and local skills priorities, supporting employers to recruit a diverse range of skills and talent they need to thrive</p>	June 2024
Being the Best we can be Strength in Partnership Inclusive in all we do	<p>3.0 Use the LSIP findings to help shape the content of the Agriculture Technical Qualifications (2023-2024) and Agriculture T-Levels thereafter (where T-Level curriculum allows)</p>	<p>Develop and implement employer driven Agricultural Digital Skills Network (SDF funded project) for use with our Agricultural students</p> <p>Impact: future workforce will be equipped with agri-digital skills required by employers as identified by the LSIP findings</p> <p>Attracting an increasing more diverse population into the study of agriculture to meet digital evolution skills needs</p>	September 2023

Reference to overall Hartpury 2025 Strategy	College Strategic Aim/Objective	Impact and our contribution to the National, Regional and Local Economy	Deadline
		LSIP 2023, Gloucestershire Skills Strategy 2022-2027	
Being the Best we can be Strength in Partnership Inclusive in all we do	4.0 Develop a student portal through our Innovation, Careers and Enterprise Hub to enable access to national and LMI including employers with vacancies in the region and nation wide	Students are fully informed of Labour Market needs to help inform their destinations and careers choices inclusive of broader, allied job roles (digital, technology and cyber focused) associated with their selected courses Enable students to succeed in their chosen career and vocational programmes and contribute to national, regional and local skills priorities	January 2024
Being the Best we can be Strength in Partnership Inclusive in all we do	5.0 Launch short Agri-tech CPD events for equipping agricultural aging workforce with skills such as: <ul style="list-style-type: none"> • basic digital skills to support students with T-Level work placements and apprenticeship sign up • data interpretation skills to support key business decisions • skills associated with machinery technology to improve farming efficiencies (linked to SDF funded project) 	Equipping the local and regional agricultural community with further advancing their skills set to support the future work force and be able to make key business decisions in support of efficiency and economic gain	March 2023
Being the Best we can be Strength in Partnership Inclusive in all we do	6.0 Increase Agriculture apprenticeship starts each year at levels 2 and 3 Currently: 40 in learning Target: 100 in learning by 2025 Review additional apprenticeship provision in line with strategic planning process	Links with a key government priority Supports the current landbased workforce and students as they learn whilst they earn and able to contribute learnings to support business decisions on farm and positively impact farm efficiency	October 2024 May 2024
Being the Best we can be Strength in Partnership Inclusive in all we do	7.0 Work collaboratively with other Specialist Landbased providers to address the staffing shortages in relation to the teaching of Agriculture related provision	Develop a pipeline of agriculture talent to support the delivery of agricultural education in support of food production, efficiency and the economy	Sept 2024



12.0 CORPORATION STATEMENT

On behalf of the Hartpury College Board of Governors, it is hereby confirmed that the College plan as set out above reflects an agreed statement of purpose, aims and objectives as approved by the Corporation at their meeting on 2nd May 2023.

The plan will be published on the College's website within three months of the start of the new academic year and can be accessed from the following link...

Chair of Governors

Mr Edward Keene

Dated: 2nd May 2023

**Principal/Chief Executive
and Accounting Officer**

Professor Andy Collop

Dated: 2nd May 2023

13.0 REFERENCE TO RELEVANT SUPPORTING DOCUMENTATION

Ofsted, 2018 Report
Gloucestershire Local Skills Improvement Plan
Gloucestershire LEP Skills Strategy
Annual Financial Statements
2025 Strategic Plan
LEP LMI data hub

APPENDIX 1

Intent	Implementation	Impact
Being the best we can be	<ul style="list-style-type: none"> ✓ Provide an outstanding student experience ✓ Agility to negotiate the skills agenda and maintain an outstanding student experience ✓ Build resilience ✓ Develop state of the art facilities 	<ul style="list-style-type: none"> ✓ Maximise potential for all ✓ Helping our students to stand out from the crowd and 'make a difference' ✓ Contribution to the local, regional and national economy ✓ Positive post course progression
Being inclusive in all that we do	<ul style="list-style-type: none"> ✓ Ensure provision of equality of opportunity for each individual student. ✓ Operate an inclusive outreach recruitment approach that includes under-represented groups. ✓ Identify and implement a whole institution approach to support the building of resilience in young people. 	<ul style="list-style-type: none"> ✓ Maximise potential for all ✓ Help our students to stand out from the crowd and 'make a difference' ✓ Contribution to the local, regional and national economy
Building strengths through partnership	<ul style="list-style-type: none"> ✓ Build Curriculum – Hartpury Certificate Plus ✓ Clear pathways to employment through industry curriculum co-creation activity ✓ Recruit and retain specialist staff ✓ Curriculum pathways aligned with Hartpury University 	<ul style="list-style-type: none"> ✓ More and better jobs ✓ Improve life chances ✓ 'Level up' ✓ Improve prosperity ✓ Increase opportunity ✓ Rebalance economic mix ✓ Improve productivity
Supporting the Landbased and Sport sectors	<ul style="list-style-type: none"> ✓ Ambitious and continuous strategic campus investment ✓ Landbased T-Levels from 2024 ✓ Digital Innovation Farm 	<ul style="list-style-type: none"> ✓ Businesses have capacity & capability in workforce to grow and win new/better business ✓ Businesses move up value chain
Providing a dual career pathway for the athlete	<ul style="list-style-type: none"> ✓ Develop strategic and operational relationships and understanding 	<ul style="list-style-type: none"> ✓ Improve size/value of economy
Increase progression to university study		
Deliver skilled and knowledgeable workforce to support evolving and future skills needs		
Support National, Regional and Local economic strategy		
Embrace Sustainability	<ul style="list-style-type: none"> ✓ Sustainability strategy ✓ Sustainable Capital developments ✓ Raising awareness with students, our climate custodians of the future 	<ul style="list-style-type: none"> ✓ Carbon neutral business ✓ Supporting global climate change ✓ Students in turn will positively impact within their future careers

