

East Sussex College

# Accountability Statement



POSITIVITY  
RESPECT  
**PROUD**  
OPPORTUNITY  
UNITY  
DIVERSITY

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# Purpose

East Sussex College Group (ESCG) is a progressive and proudly values-driven organisation dedicated to serving our communities in Eastbourne, Hastings, Lewes and Newhaven. Since our formation in 2018, we have worked tirelessly to build trust and improve the quality and clarity of our education and skills offer, striving for academic and technical excellence. Our ambition is to be recognised as the engine of East Sussex regeneration through academic excellence and ensuring our provision aligns with the needs of employers and we are accountable to our communities, playing a vital role in their success.

**Our vision is to empower and sustain our communities through education and skills.**

**Our mission is to deliver a consistently excellent student experience that leads to success through expert teaching, inspiring facilities, and close collaboration with employers.**



# Purpose

## Our Strategic Objectives

- **Education & Quality**  
Designing inspiring career pathways that equip students with the knowledge, skills, and behaviours for personal, economic, and civic success.
- **People & Culture**  
Investing in our people and fostering a culture of belonging and pride to deliver the best possible student experience.
- **Digital and Estates**  
Transforming our physical and digital infrastructure to create exceptional campuses that unlock the potential of our students and staff.
- **Engagement & Communication**  
Positioning ESCG as a strategic community partner known for creativity, ambition, and inclusivity.
- **Finance & Risk**  
Fostering long-term sustainability to support these investments in our students, people, and infrastructure.
- **Governance & Oversight**  
Providing strong and effective governance to ensure excellence for students, staff, stakeholders and the wider community.

Our campuses across Eastbourne, Hastings, Lewes, Newhaven and Ore reflect our commitment to serving diverse communities. We offer a broad and inclusive curriculum that directly responds to the skills, knowledge, and behaviours sought by employers. As an early adopter of T Levels, we champion parity of esteem with A Levels, equipping young people with the skills needed for rapid career progression. Through strong partnerships with stakeholders, we ensure our students and apprentices are prepared to shape their own futures and contribute to the prosperity of our region.

Inclusion and diversity are at the heart of our mission. Embracing every member of our community, we strive to contribute significantly to the health and wealth of East Sussex. We are guided by our values of Positivity, Respect, Opportunity, Unity, Diversity.





# Context and place



East Sussex College is a large general further education college formed in 2018 to serve the communities of East Sussex. With five main campuses in Eastbourne, Hastings, Lewes, Newhaven and Ore Valley, we provide an exceptional educational experience, empowering lifelong learners to achieve their personal and career goals.

- **Eastbourne** - Our largest campus offers diverse facilities including Construction & Engineering, Art & Design, Motor Vehicle, Catering & Hospitality, Hair & Beauty centres and the **Green Training Hub** at our Hampden Park Satellite centre.
- **Hastings Ore Valley** - Specialises in Construction, Engineering, IT & Computing, and Music with industry-standard workshops and equipment. Our IMI-accredited **Hastings Automotive Training Centre** features the latest tools and equipment, providing hands-on training in all aspects of vehicle mechanics.
- **Hastings Station Plaza** - Boasts unique facilities in a five-storey building, offering A Levels alongside vocational diplomas in Art & Design, Beauty, Business, Hair, Health & Social Care, Hospitality & Catering, Public Services, Sport, and Travel.
- **Lewes** - Offers specialised facilities for Science, Photography, Art & Dance, Sports, and Hair & Beauty.

- **Newhaven (Marine Workshops)** - Our Marine Workshops in Newhaven's marina development offer new Marine courses and Creative Media Production programmes with modern facilities and riverside location.

We offer a diverse range of vocational, technical, and academic pathways, from entry-level qualifications to apprenticeships and higher-level diplomas. In the 2023/24 academic year, we supported:

- 5,117 students aged 16-18. Of these 22% are studying up to Level 1, 24% at Level 2 and 54% at Level 3 and <1% at Level 4.
- 1,390 apprentices and over 7,000 adult students in various training programmes (including Community Learning, Loans Funded and Full-Cost), the majority being part-time.
- The college offers a range of HE programmes in partnership with the University of East Anglia and Brighton University and offers a broad range of Access to HE programmes to support high level skills development with over 900 Higher Education (HE) students.
- ESCG also offers 14-16 provision delivered on behalf of the local authority.

# Context and place

## *continued*

The college works with over 1,000 employers and actively participates in numerous countywide sector-based employer groups, including Skills East Sussex and our local Chambers of Commerce. This engagement shapes our education and skills programmes, ensuring they provide an appropriately skilled workforce, upskill working people, and support the re-skilling of unemployed adults.

We are a key partner in implementing the East Sussex Economic Recovery Plan, playing a crucial role in place-led regeneration activities such as Town Deals in Hastings and Newhaven, Levelling Up Fund opportunities (particularly Black Robin Farm in Eastbourne), and the Enterprise Zone in Newhaven.

Our extensive partnerships underpin our success. We have strong relationships with diverse public, private and local government collaborators. Our participation in influential groups like Team East Sussex, the South East Local Enterprise Partnership (SELEP Ltd), and Skills East Sussex aligns our efforts with broader regional economic development and skills priorities. This includes close work with key partners like East Sussex County Council (ESCC), District Councils, the Department for Work and Pensions (DWP), and local Chambers of Commerce to drive positive change in our communities.



# Context and place

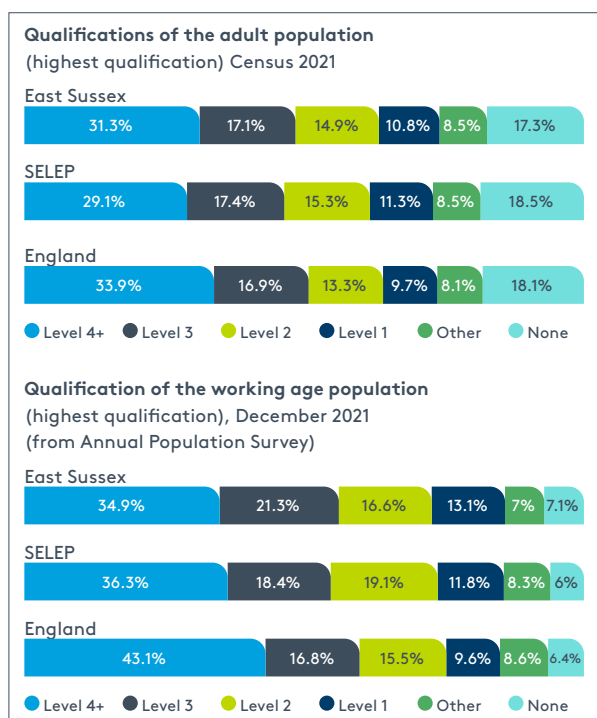
## About East Sussex

East Sussex's coastal beauty, historic towns, South Downs National Park, and rich cultural scene attract residents, visitors, and businesses. Good rail connections provide convenient access to East Sussex College Group campuses. However, the county faces an aging population – with residents over 65 significantly exceeding the national average. While employment rates (77.7%) have risen post-pandemic, they still lag slightly behind the national average (78.4%), as does the unemployment rate (5.1% vs. the national 3.7%). Modest population growth is projected (3% by 2026), but children and young people will increase by only 0.2%. These demographics influence the workforce, with the largest sectors being public administration, education, health, retail, and motor vehicle.

Educational challenges in East Sussex impact workforce readiness. The percentage of 16-17-year-olds not in education, employment, or training (NEET) has increased to 4.1%, exceeding December 2021's 3.4%. Additionally, East Sussex has a higher percentage (2.2%) of 0-25-year-olds with Special Educational Needs and/or Disabilities (SEND) than the England average (1.8%). Census 2021 data reveals that 39% of East Sussex adults only hold Level 2 or lower qualifications. This highlights the need for a broad and inclusive curriculum reflecting local needs.

East Sussex experiences significant socioeconomic disparities, with pockets of severe deprivation concentrated in Eastbourne, Hastings and Newhaven. These areas rank within the top 10% of the most deprived places nationwide. This disparity is reflected in educational attainment: only 56.2% of adults in East Sussex hold Level 3 or higher qualifications, significantly lower than both regional (62.4%) and national (59.9%) averages. The Index of Multiple Deprivation (IMD) highlights this further: out of 329 Lower Super Output Areas (LSOAs) in East Sussex, 22 fall within the most deprived 10% nationally, with a concentration in coastal areas like Eastbourne, Hastings and Rother.

East Sussex presents a unique skills landscape shaped by its population, geography, and economy. Locally, businesses primarily operate within retail, distribution, insurance, creative industries, and leisure and tourism. Public sector jobs in education, health, and social services are also significant. The care sector is a major employer, with limited large-scale manufacturing. Consequently, many residents commute outside the county for work.





# Context and place

## About East Sussex continued



Reflecting this distinct profile, East Sussex has an unusually high proportion of small businesses: 87% employ fewer than 10 people. This aligns with a national trend, as the Federation of Small Businesses reports 80% of small businesses nationwide struggle to find qualified staff. The ONS confirms this challenge, reporting the highest number of vacancies in health and social work (208,000), followed by accommodation and food services (3.9 vacancies for every 100 employee jobs. Accommodation and food services had the most vacancies per 100 employee jobs, with 6.7 vacancies for every 100 jobs.).

Pre-pandemic issues of low productivity and average wages persist within East Sussex. Unemployment rates exceed regional and national averages, particularly impacting youth – more young men than women remain unemployed.

These skills shortages are reflected in the CBI's 2023 Education and Skills Survey. While 47% of businesses plan to maintain investment in training and development (up slightly from 43% in 2021), fewer businesses (38% compared to 53% in 2021) intend to increase investment. This indicates that despite the recognised skills gaps, businesses may face constraints. Significantly, only 37% are confident that their current training investment meets their needs. Barriers to expanding apprenticeship programmes include a mismatch between standards and needs (42%), administrative complexity (27%), and preference for other training approaches (24%).



# Meeting national, regional and local needs

The Future Skills Sussex Local Skills Improvement Plan (LSIP) offers a comprehensive analysis of the Sussex area's economic and social characteristics. As the employer representative body, the Sussex Chamber of Commerce oversees this crucial report. [Access it here](#).

*'The Greater Sussex area runs from Gatwick Airport south to Brighton – the two areas of Sussex with the greatest concentration of skilled jobs – and along the entire Sussex coastal strip, described as an inverted T. This area presents a unique economic landscape within a compact space, with the more buoyant economies of the area around Gatwick and Brighton contrasting with the less economically or socially advantaged areas found in some of Sussex's coastal towns. This is a compact, functional economic area, with natural travel to work patterns to Gatwick Airport and Brighton. The area encompasses Sussex's larger settlements and contains the greatest concentration of employers and providers. The area outside the inverted T is mainly rural and dominated by the land-based sector, which is one of the LSIP sectors of focus to draw in needs from these rural communities. There are issues in accessing skills and education across rural communities and this has been recognised in the recommended Framework.'*



# Meeting national, regional and local needs

continued

The LSIP area comprises:

- 75,560 registered businesses, 79.7% of all Sussex businesses, producing over £35Bn GVA.
- 1,035,741 working age population.
- Three Local Authorities (LAs), two County Councils and one Unitary Authority.
- Two Local Enterprise Partnerships (LEPs)
- 7 FE and three HE institutions and two Institutes of Technology.
- Sussex Council of Training Providers, representing 90 Independent Training Providers (ITPs), FE and HE institutions.

The 2022 Local Skills Improvement Plan (LSIP) produced by the Sussex Chamber (the government's designated Employer Representative Body (ERB) for Sussex's LSIP) highlighted seven priority sectors where skills are in greater demand in Sussex. These are:

- Construction
- Creative and Cultural
- Digital
- Engineering and Manufacturing
- Health and Care (includes Bio Life Sciences and Pharmaceutical)
- Land-based (includes Agriculture and Viticulture)
- Visitor and Hospitality



# Approach to developing the plan

East Sussex College Group's strategic planning is a collaborative process, incorporating rigorous self-assessment, input from diverse stakeholders (including government, community, education, and industry), along with data and research insights. Our Employer Exchange initiative is central, ensuring employer needs directly shape our curriculum. This multifaceted approach ensures our offerings align with evolving workforce demands.

We are a committed strategic partner, actively collaborating across East Sussex to meet regional needs. Our extensive partnerships with organisations across diverse sectors are crucial for achieving our strategic objectives. College leaders contribute to decision-making bodies at the local, regional, and national levels. Key partners include:

- East Sussex County Council
- Lewes District Council
- Eastbourne Borough Council
- Hastings Borough Council
- Wealden District Council
- Rother District Council
- Brighton & Hove City Council
- Jobcentre Plus and DWP
- Coast to Capital LEP
- South East LEP
- Newhaven Enterprise Zone
- Sussex Chamber of Commerce , LSIP and LSIF
- NHS Sussex
- Sussex Police
- Employer Exchange breakfasts
- FE Sussex





# Approach to developing the plan

continued

## Engagement with Schools

East Sussex College Group maintains a strong collaborative relationship with secondary schools across the county to ensure our curriculum aligns with local needs. This includes offering vocational programmes for 14-16-year-olds as a path to full-time technical and professional education. Our school engagement activities encompass mentoring GCSE students, providing careers support, and facilitating taster sessions to empower informed decision-making. We partner with a diverse range of schools, including 11-16

comprehensives, those with sixth forms, and dedicated sixth-form colleges. These partnerships foster progression agreements and complementary curriculum development, alongside effective information, advice, and guidance aligned with Gatsby expectations. Our robust school liaison supports smooth transitions and progression, and we work closely with schools and local authorities to offer a successful 14-16 alternative provision.

## Engagement with Other Providers in the Area

East Sussex College Group actively collaborates with other educational providers in the region to ensure a comprehensive and accessible educational landscape for students. As a member of the FE Sussex consortium (comprising all Sussex colleges and Sixth forms), we actively contribute to shaping the Sussex Local Skills Improvement Plan led by the Sussex Chambers of Commerce ERB. Our participation as a trailblazer area in the 2021 Strategic Development Fund (SDF) demonstrates our commitment to collaboration. This partnership between Sussex's four Sixth Form and three General

Further Education colleges has resulted in innovative initiatives in Green Skills, Technology, and Digital Skills, directly addressing key needs outlined in the Future Skills Sussex Improvement Framework. The consortium is also actively involved in the latest LSIF project, which focuses on cutting-edge initiatives like immersive VR technology, cross-campus teaching, employability app development, soft skills training, and establishing centres of entrepreneurship.

## Local Skills Improvement Plan (LSIP)

The Future Skills Sussex Improvement Framework represents a collaborative partnership in Sussex dedicated to building a skills system that meets local employer needs and tackles existing barriers. East Sussex College Group is an active participant in this initiative, shaping the region's skills provision. The initiative focuses on several key priorities: supporting employers in recruitment,

retention, and workforce upskilling; ensuring a coordinated approach to Sussex's unique skills requirements; promoting the visibility of Sussex's key sectors; guaranteeing accessibility of training and employment opportunities; and utilising data to advocate for Sussex's needs at national and local policy levels.

# Contribution to national, regional & local priorities

We will design and deliver high-quality, inspiring career pathways to ensure that East Sussex College students are equipped with the knowledge, skills, and behaviours to achieve personal, economic, and civic success. Our commitment to educational excellence includes:

- Through high-quality teaching and learning, deliver exceptional, innovative, and engaging programmes, fuel the aspirations and PRIDE of every East Sussex College student so that they can positively progress.
- Develop campus identities with clear curriculum pathways from entry to degree level to reflect and regenerate the economies we serve, and address skills gaps identified in the Sussex Local Skills Improvement Plan.
- Deliver an exceptional student experience, in partnership with employers and universities, including industry placements and a broad range of enrichment, social action, and careers activities.
- Develop the workforce of the future to serve our local employers through an enhanced range of higher education, adult skills, and apprenticeship programmes aligned to local and regional skills requirements.

In the 2023-2024 academic year, we achieved significant progress towards our targets, demonstrating our commitment to addressing skills priorities and fostering a thriving workforce in East Sussex. These included:

- **T-Level Expansion** - Successfully launched four new T Levels across two sites, significantly broadening our Level 3 technical curriculum.
- **Specialised Curriculum Development** - Further developed curriculum specialisations in Media Production, Fashion, and Hair and Beauty, aligning with national, regional, and local needs.
- **Carbon Literacy Initiative** - Provided carbon literacy training to 300 Year 1 A Level students, enhancing awareness of the green economy and required skills.
- **Marine Workshops Launch** - Opened new provision at the Marine Workshops in Newhaven, specialising in Marine Science, Engineering, and renewables, contributing to LSIP priorities.
- **Renewables Training Expansion** - Developed renewables curriculum across all campuses (focused on Rainwater Harvesting and Sustainability in Hastings, Wind and Hydrogen in Newhaven, and Microgeneration in Eastbourne), building upon the East Sussex Training Hub launch and addressing employer-identified needs.
- **Careers Activities Enhancement** - Improved skills and careers services to help students make informed choices, resulting in a positive destination rate exceeding 93%.
- **Employer Exchange Establishment** - Created the "Employer Exchange" initiative across LSIP sectors, fostering employer collaboration on curriculum development.
- **Higher Education Growth** - Launched a new higher education program in Design at Lewes, providing opportunities for advanced skills development in response to employer needs.
- **Innovative ESOL Programmes** - Developed new ESOL programmes focused on technical language skills across key sectors (such as Health and Social Care), supporting ESOL learners in securing meaningful employment. Community ESOL has run several ESOL for Health Care courses. We have delivered EFL for NHS nurses, preparing them for the Occupational English Test and mental health nursing.
- **Renewables Upskilling** - Delivered specialised renewables training to 150 industry employees, upskilling the workforce and contributing to LSIP goals.

# Local needs self-assessment

This review under the Local Needs Duty demonstrates that East Sussex College curriculum offerings strongly align with the Sussex Local Skills Improvement Plan (LSIP). This is exemplified by our launch of new T Levels, expanded apprenticeships in high-demand sectors, and the development of specialised training programmes such as our retrofitting course. These initiatives directly address the skills gaps and workforce needs highlighted in the LSIP, ensuring our graduates are prepared to contribute to the region's economic success.

The Employer Exchange initiative has proven invaluable in enhancing our understanding of local skills requirements. Ongoing collaborations with employers allow for co-design of curriculum, ensuring our programmes remain relevant and responsive to industry needs. Additionally, these partnerships facilitate student access to valuable work placements and fosters industry connections, ultimately boosting graduate employability.

While our review highlights significant progress, it also revealed areas for further development. Specifically, we recognise a growing demand for upskilling programmes in AI and advanced digital technologies. We also see opportunities

to expand our reach to underserved communities, improving equity in skills training and creating a more inclusive workforce.

Our review also highlighted the importance of our ESOL (English for Speakers of Other Languages) provisions. We have successfully expanded our programmes with new offerings in phonics and employability skills, ensuring that ESOL students have the language proficiency and workforce readiness to contribute to the local economy. Collaborations with schools and community outreach initiatives, like our Year 11 ESOL Taster Days, promote a smooth transition into further education and training pathways for ESOL students.

We have established a clear action plan to continuously improve our offerings. This includes the launch of new programmes in AI and digital literacy, expanding the Employer Exchange to reach additional sectors, and developing targeted outreach initiatives to attract and support students from diverse backgrounds. Our commitment to ongoing review and adaptation ensures that East Sussex College remains a vital contributor to the region's skilled workforce and economic prosperity.

## Governing board statement

On behalf of the East Sussex College Governing Board, it is hereby confirmed that the plan as set out above reflects an agreed statement of purpose, aims and objectives as approved by the Curriculum, Quality & Standards Committee, on behalf of the Governing Board, at its meeting on 10 June 2024.

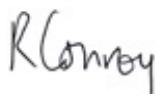
The plan will be published on the college's website within three months of the start of the new academic year.

Chair of Governing Board



Date 17/5/24

Principal & CEO



Date: 17/5/24



# Relevant supporting documentation

[SELEP Skills Strategy](#)

[LSIP trailblazer](#)

[Strategic Plan](#)

[Financial Statements](#)

[Ofsted inspection report 2021](#)

[Federation of Small Business, "Scaling-Up-Skills" report 2023](#)



The table below outlines strategic objectives for the 2024-2025 academic year designed to enhance student success, address local and national skills priorities, and foster a skilled, innovative workforce in East Sussex.

Objective	Target	Action	Contribution to National & Local Priorities
<b>Enhance T Level offer through strategic curriculum development and targeted recruitment.</b>	Develop two new T Level programmes and Increase T Level enrolment by 20% compared to the 2023-2024 academic year.	<ul style="list-style-type: none"> <li>• <b>Strategic Curriculum Development:</b> Analyse national skills priorities, LSIP reports, and employer feedback from the employer exchange. Refine existing T Levels and identify new T Level programmes that address identified skills gaps.</li> <li>• <b>Targeted Recruitment Initiatives:</b> Develop targeted marketing campaigns to promote T Levels to students, parents, and career advisors, highlighting their benefits and career pathways.</li> <li>• <b>Employer Engagement &amp; Work Placements:</b> Expand collaborations with local employers through the Employer Exchange programme. Facilitate work placements for T Level students, allowing them to gain real-world experience and build industry connections.</li> </ul>	<ul style="list-style-type: none"> <li>• Supports the government's focus on expanding high-quality technical education options that meet employer needs.</li> <li>• Addresses identified skills gaps in Sussex, contributing to a more skilled and competitive workforce as identified in the Local Skills Improvement Plan (LSIP).</li> <li>• Employer Exchange ensure curriculum development reflects the needs of local businesses, enhancing graduate employability.</li> </ul>
<b>Expand employability and Adult Skills Fund (ASF) provision in the East Sussex catchment area.</b>	<p>Increase participation in ASF-funded employability programmes by 15% compared to the previous year.</p> <p>Achieve a 75% employment rate for participants in ASF-funded upskilling programmes within six months of completion.</p>	<ul style="list-style-type: none"> <li>• <b>Needs Analysis:</b> Conduct research in collaboration with the LSIP and Employer Exchange groups to identify critical employability and upskilling needs in specific sectors (e.g. railway, creative design).</li> <li>• <b>Targeted Programme Development:</b> Design and deliver ASF-funded programmes that address these needs, focusing on both hard and soft skills, career guidance, and targeted technical training.</li> <li>• <b>Employer Collaboration:</b> Work with employers to ensure training aligns with their workforce requirements and offer work placements where possible.</li> <li>• <b>Outreach and Promotion:</b> Actively promote ASF programmes to potential participants, including unemployed individuals and those from underserved groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Supports initiatives aiming to improve employability and address skills shortages.</li> <li>• Directly addresses skills gaps and workforce development needs identified within the Sussex Local Skills Improvement Plan (LSIP).</li> <li>• Ensures employer needs are central to programme development, enhancing graduate employability and supporting local businesses.</li> <li>• Contributes to a more skilled workforce, increased employment opportunities, and a more competitive local economy.</li> </ul>



Objective	Target	Action	Contribution to National & Local Priorities
<b>Develop employability skills to enhance student transition to apprenticeships, employment and further study.</b>	<p>Achieve a 90% participation rate in work experience or industry placement programmes for T Level students by June 2025.</p> <p>Increase student participation in employability skills development initiatives by 90% compared to the previous year.</p>	<ul style="list-style-type: none"> <li>• <b>Employer Partnerships:</b> Expand and strengthen partnerships with employers across T Level sectors. Host employer networking events and facilitate collaboration opportunities.</li> <li>• <b>Dedicated Support:</b> Offer a dedicated work placement support in securing suitable placements, provide guidance, and monitor progress.</li> <li>• <b>Curriculum Integration:</b> Embed work experience expectations within the curriculum, providing guidance and opportunities for students to reflect on their experiences.</li> <li>• <b>Embedded Skills Development:</b> Integrate employability skills (communication, teamwork, problem-solving, etc.) throughout the curriculum across all programmes.</li> <li>• <b>Promotion and Engagement:</b> Develop targeted marketing and communication strategies to promote the value of work experience to both students and employers.</li> </ul>	<ul style="list-style-type: none"> <li>• Aligns with the government's emphasis on providing high-quality industry placements as a core component of T Levels.</li> <li>• Strengthens partnerships with local businesses, increasing their involvement in shaping the skilled workforce of the future.</li> <li>• Enhances graduate readiness for apprenticeships, higher education or direct employment by developing their skills, experience, and workplace awareness.</li> <li>• Supports government initiatives to enhance employability and address skills shortages.</li> <li>• Aligns with feedback from employers, ensuring graduates are equipped with the skills needed for the workforce.</li> </ul>
<b>Develop retrofit skills training and awareness to address construction needs and sustainability goals</b>	<p>Launch the technical retrofit course and achieve an enrolment of 100 students within the first year.</p> <p>Secure partnerships with 20 local construction employers interested in hiring or upskilling their existing workforce.</p>	<ul style="list-style-type: none"> <li>• <b>Awareness Campaign:</b> Partner with community groups, local media and/or government agencies to develop an educational campaign on retrofitting. This could include workshops, seminars, or online resources.</li> <li>• <b>Technical Course Development:</b> Design a comprehensive retrofit course, addressing relevant skills: energy efficiency, building diagnostics, installation techniques. Collaborate with industry experts for curriculum development.</li> <li>• <b>Employer Engagement:</b> Build relationships with construction companies specialising in retrofitting to understand their workforce needs and promote the upcoming course. Offer potential work placements.</li> <li>• <b>Outreach and Promotion:</b> Promote the awareness campaign and the technical course to potential students and landlords.</li> </ul>	<ul style="list-style-type: none"> <li>• Supports national and local goals for decarbonisation and energy-efficient buildings.</li> <li>• Addresses construction skills gaps, providing trained workers for a growing sector.</li> <li>• Stimulates the retrofit market, supporting local businesses and creating jobs.</li> </ul>

Objective	Target	Action	Contribution to National & Local Priorities
<b>Embed self-development and cross-cutting skills across all college courses and pathways</b>	Integrate self-development and cross-cutting skills activities into 100% of course tutorials by September 2025.	<ul style="list-style-type: none"> <li>• <b>Skills Identification:</b> Define the most essential self-development and cross-cutting skills for student success based on employer feedback and identified LSIP deep dive reports.</li> <li>• <b>Curriculum Integration:</b> Develop resources and activities that seamlessly integrate targeted skills into existing tutorial sessions across all courses and pathways.</li> <li>• <b>Tutor Training:</b> Provide tutors with training and support on how to facilitate self-development and cross-cutting skills during tutorials.</li> <li>• <b>Monitoring &amp; Evaluation:</b> Track student participation in skills activities, gather student feedback, and assess the impact on skill development.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops the essential skills that employers value, enhancing graduate employability.</li> <li>• Promotes a well-rounded educational experience that prepares students for academic, personal, and professional success.</li> </ul>
<b>Establish a leadership position in AI training for staff, students, and communities</b>	<p>Develop and launch two AI training programmes within the next year, tailored for staff, students, and local employers.</p> <p>Deliver to 100 local business participants.</p>	<ul style="list-style-type: none"> <li>• <b>Needs Assessment:</b> Conduct surveys, focus groups, or engage with industry partners to identify specific AI skill gaps and training needs within communities.</li> <li>• <b>Curriculum Development:</b> Design AI training programmes at various levels (introductory to advanced) addressing identified needs including short courses, workshops, certifications, and potential micro-credentials.</li> <li>• <b>Outreach &amp; Partnerships:</b> Develop targeted outreach strategies to engage staff, students, local employers, and underserved communities.</li> <li>• <b>Instructor Training:</b> Provide training and support to staff who will deliver the AI programmes.</li> <li>• <b>Promotion &amp; Recognition:</b> Create a marketing plan to showcase AI training, seek opportunities for awards, and highlight our commitment to building AI capabilities in the region.</li> </ul>	<ul style="list-style-type: none"> <li>• Supports national and local initiatives to equip the workforce with future-ready skills in areas like AI.</li> <li>• Promotes digital literacy, opens up new opportunities for individuals and businesses, and fosters innovation.</li> <li>• Strengthens partnerships with industry and community stakeholders.</li> </ul>

Objective	Target	Action	Contribution to National & Local Priorities
<b>Enhance curriculum and employability training with immersive technologies</b>	<p>Develop 3 immersive classrooms by November 2024.</p> <p>Create 2 VR employability training modules focusing on soft skills by January 2025.</p>	<ul style="list-style-type: none"> <li>• <b>Immersive Classroom Development:</b> Work with IT team or external partners to design and implement immersive classroom setups, including VR headsets, interactive displays, and any necessary software.</li> <li>• <b>VR Content Development:</b> Collaborate with instructional designers to create VR-based employability training modules focusing on soft skills development (e.g., communication, teamwork, conflict resolution, etc.). Consider the “bodyswaps” concept for unique training experiences.</li> <li>• <b>Curriculum Integration:</b> Integrate immersive classrooms and VR modules into relevant courses and programmes.</li> <li>• <b>Instructor Training:</b> Provide staff with training on effectively utilising immersive technologies for teaching and learning.</li> </ul>	<ul style="list-style-type: none"> <li>• Aligns with the growing emphasis on integrating cutting-edge technologies into teaching.</li> <li>• Prepares students and trainees for emerging technological trends, like VR, that are transforming workplaces.</li> <li>• Emphasises soft skills development, which is crucial for success in the modern workforce.</li> </ul>
<b>Enhance ESOL and International student support for workforce readiness.</b>	<p>Increase enrolment in new phonics and employability courses by 20% compared to previous offerings.</p> <p>Increase awareness and uptake of existing short-course employability programmes among ESOL students by 15%.</p>	<ul style="list-style-type: none"> <li>• <b>Curriculum Expansion:</b> Develop and launch new courses in Phonics and Employability, ensuring content aligns with workforce needs.</li> <li>• <b>Stakeholder Engagement:</b> Collaborate with schools and community groups to offer Year 11 ESOL Taster Days, facilitating a smoother transition to further education.</li> </ul>	<ul style="list-style-type: none"> <li>• Aligns with broader efforts to improve workforce readiness and increase employability across demographics.</li> <li>• Supports the development of a diverse and skilled workforce within the Sussex region.</li> <li>• Promotes opportunities for ESOL students, supporting a more inclusive and equitable society.</li> </ul>



Objective	Target	Action	Contribution to National & Local Priorities
<b>Develop HTQ offerings to support progression pathways and address local &amp; national skills needs</b>	Develop and validate 1 new HTQ within the next academic year.	<ul style="list-style-type: none"> <li>• <b>Needs Analysis:</b> Conduct research in collaboration with local employers, community organisations and higher education institutions to identify skill gaps and potential HTQ development areas.</li> <li>• <b>Curriculum Development and Validation:</b> Partner with awarding bodies to design and validate new HTQs that align with identified needs and offer clear progression pathways for students.</li> <li>• <b>Promotion and Marketing:</b> Develop marketing materials and outreach strategies to raise awareness of HTQs and their benefits for students, employers, and the community.</li> </ul>	<ul style="list-style-type: none"> <li>• Supports the government's focus on expanding higher-level technical education options.</li> <li>• Addresses identified skills gaps in Sussex, contributing to a more skilled and competitive workforce.</li> <li>• Provides accessible pathways for community members to pursue higher education and career advancement.</li> <li>• Strengthens partnerships with employers and higher education institutions, fostering a collaborative approach to skills development.</li> </ul>
<b>Expand and enhance apprenticeship offerings to meet employer needs and drive student opportunities and success</b>	<p>Increase apprenticeship intake by 15% compared to the previous year.</p> <p>Attain achievement and retention rates that meet national benchmarks.</p>	<ul style="list-style-type: none"> <li>• <b>Refine Apprenticeship Offerings:</b> Analyse LSIP data and employer feedback to identify high-demand sectors. Develop and promote apprenticeship programmes in these areas.</li> <li>• <b>Quality Improvement Plan:</b> Implement strategies to improve achievement and retention rates, such as enhanced student support, mentorship programmes, and timely progress reviews.</li> <li>• <b>Employer Collaboration:</b> Strengthen partnerships with employers to ensure apprenticeships align with their needs. Facilitate work placements and employer involvement in curriculum development.</li> <li>• <b>Outreach and Promotion:</b> Develop targeted marketing campaigns to promote apprenticeships to potential students, school leavers, and career changers. Emphasise the benefits of apprenticeships and available support systems.</li> </ul>	<ul style="list-style-type: none"> <li>• Supports the government's focus on expanding apprenticeships and addressing skills shortages.</li> <li>• Directly addresses skills gaps and workforce development needs identified within the Sussex Local Skills Improvement Plan (LSIP).</li> <li>• Ensures apprenticeships meet the needs of local businesses, enhancing graduate employability and supporting a vibrant local economy.</li> </ul>