



AMBITION

PARTNERSHIP

IMPACT

STRATEGIC PLAN

ACADEMIC YEARS 25-28



We are
PROUD

POSITIVITY

RESPECT

OPPORTUNITY

UNITY

DIVERSITY

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Principal & CEO welcome

We are **PROUD** to launch our new Strategic Plan 2024/25 - 2027/28 which focuses on three key concepts: Ambition, Partnership and Impact.

We are driven by our ambition for students to have the best possible experience at East Sussex College to enable them to achieve their enormous potential. Our successful Ofsted inspection in January 2025, where we secured 'Good' grades in all areas and achieved the highest possible sub-judgement for skills as 'Strong,' has set the scene for us to become an exemplary provider during the life of this plan.

Our partnerships are carefully developed to ensure that they fuel our students' creativity and confidence and add reciprocal value.

We will ensure that our positive impact on our communities is maximised. As well as our educational impact, we also have a responsibility to impact positively on our communities in terms of local procurement, employment, carbon reduction, and supporting community cohesion.

East Sussex College colleagues are invaluable to us. Supporting and investing in their development and wellbeing is fundamental to our ongoing success. Ensuring that our people can benefit from the rapid technological developments of AI and immersive digital facilities is central to our next phase.

East Sussex College is a values-driven 'anchor' organisation, and our new PROUD values have emerged from collaboration with our students and colleagues. We do all that we can to consciously live and breathe our values so that East Sussex College is a place where everyone feels that they belong and can thrive.



A handwritten signature in white ink that reads 'R Conroy'.

Rebecca Conroy, Principal & Chief Executive



Chair welcome

With a new government and emerging political priorities, this is a critical time for East Sussex College's Board to launch our new Strategic Plan. This plan provides a map of our ambitions and priorities for the next three years to ensure that we best serve the people of East Sussex and neighbouring counties.

The East Sussex College Board is made up of committed members who care deeply about maximising the positive impact that the college has on its communities – in terms of supporting the ambitions of our students and colleagues as well as our responsibilities as a local partner.

Meeting the skills needs of our region as identified in the Future Sussex Local Skills Improvement Plan and continuing to ensure that we develop and enrich our curriculum pathways to equip our graduates for brilliant futures will remain central to our mission. Sussex Devolution is an exciting prospect and one that East Sussex College will be fully engaged in to benefit our communities.

As Chair of this Board, I am most proud of how East Sussex College promotes Diversity, Equity, Inclusion, and Belonging (DEIB). Our new PROUD values really help to shape and guide our culture, and our new strategy will provide the blueprint for the work we do in the DEIB space.

Ian Mehrtens, Independent Governor & Chair

We are

POSITIVITY

RESPECT

OPPORTUNITY

UNITY

DIVERSITY

Vision, mission & values

VISION

To empower and sustain our communities through exceptional education and skills development.

MISSION

To provide an exceptional student experience through expert teaching, inspiring facilities and our ambitious partnerships.

VALUES

POSITIVITY

RESPECT

OPPORTUNITY

UNITY

DIVERSITY



Our journey so far

**Our strategy 2021-24 focused on strengthening our foundations.
Since then, we are PROUD to have achieved:**

- Ofsted GOOD in all aspects in November 2021
- Improved student outcomes and progression
- Enhancing and refining our curriculum pathways to meet local skills priorities
- Investments in our students' wellbeing, enrichments and extra-curricular opportunities
- Investing and supporting our colleagues' skills, wellbeing and enrichment
- The Introduction of 16 new T Levels
- Launching our Institute of Technology in Ore Valley
- Maximising investment in adult skills provision for East Sussex residents
- Opening our Green Training Hub in Hampden Park focusing on Green Technology
- Opening a new campus in Newhaven focused on Marine Science
- Securing extensive digital and immersive facilities
- Investments in low carbon heating sources across the college estate
- Opening the Creative Skills Studio at Charleston in Lewes
- **Over 90% of East Sussex College students would recommend us**
- **84% of East Sussex staff are PROUD to work at the college**



By **2028** we will be...

- Delivering exceptional levels of student satisfaction
- Recognised for our staff progression routes and investment
- Self-assessing as an **EXEMPLARY** college in all aspects
- The first-choice provider for current and future students
- Achieving a **GOOD** financial health grade
- On track to transform our estate
- Delivering embedded curriculum pathways with enhanced Level 4+ progression
- Demonstrably reducing local skills gaps
- Playing our part in reducing local NEET (Not in Education, Employment or Training) numbers
- Supporting our communities out of deprivation
- Improving life and work outcomes for people with SEND (Special educational needs and disabilities) in our communities
- Utilising strong and impactful partnerships with employers and local and international stakeholders to align training with economic demands



LEWES



NEWHAVEN



EASTBO



HASTINGS

ORE VALLEY

OURNE

East Sussex College
has five main campuses
in **Eastbourne**, **Lewes**,
Hastings, **Ore Valley**
and **Newhaven**.



EASTBOURNE CAMPUS

Eastbourne was recently named one of the best seaside towns in England and is where you will find our largest campus, home to several specialist buildings including the construction & engineering workshops, art & photography studios, motor vehicle workshops and dedicated catering & hospitality and hair, beauty & complementary therapies centres.



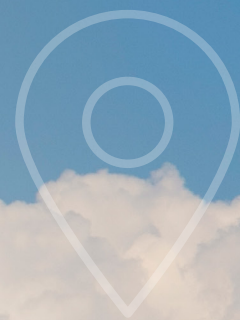


LEWES

LEWES CAMPUS

Situated in the heart of Lewes town with its eclectic shops and cafés, this campus is home to specialist facilities including state-of-the-art science labs, stunning photography, art & dance studios, sports fields and dedicated hair, beauty & complementary therapies salons.

The Creative Skills Studio is an exciting new innovative partnership with Charleston Lewes, which will deliver work experience opportunities from retail to exhibition curation, inspiring a new generation of creative industry professionals.



HASTINGS

HASTINGS CAMPUSES

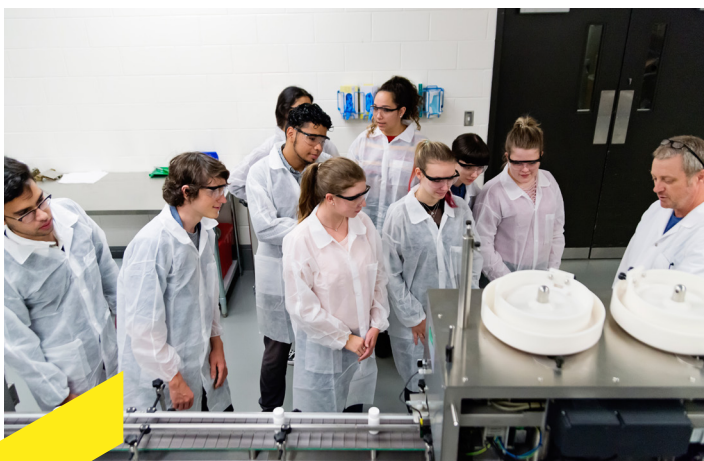
Our **Station Plaza** campus is an impressive five storey building crammed with unique facilities and classroom spaces including hair & beauty salons, a fully equipped gym, a Boeing 747 fuselage replica, the University Centre Hastings and training kitchens that serve our renowned Coast Restaurant.

Our **Ore Valley** campus is a modern 7,000 square metre building that sees learning come to life, with a realistic working environment on the lower ground floor for live build areas where our bricklaying, carpentry and engineering students are able to learn their trades. Our IMI-accredited Hastings Automotive Training Centre features the latest tools and equipment, providing hands-on training in all aspects of vehicle mechanics.



NEWHAVEN MARINE WORKSHOPS

We are excited to be delivering brand new marine and creative media production courses at 'Marine Workshops' located on the riverside in the revamped marina development.



NEWHAVEN

A curriculum designed for East Sussex and beyond

Our curriculum is designed to meet the unique needs of East Sussex and neighbouring counties while preparing students for a globalised economy. With a population of 550,000 and an economic output of over £9 billion, East Sussex is a county of opportunity, yet it faces significant socioeconomic disparities, particularly in Hastings, Eastbourne, and Newhaven, which rank among the most deprived areas in the UK. To address these challenges, we have created a curriculum that is both locally responsive and globally relevant.

OUR CURRICULUM

We aim to empower students to reach their full potential and leave with their ambitions fuelled. We will support the prosperity and innovation of our region by offering a wide range of vocational, technical, and academic pathways, from entry-level qualifications to apprenticeships and higher-level diplomas. Our curriculum is shaped by the Local Skills Improvement Plan (LSIP), targeting priority sectors in Sussex:

- Construction
- Creative & Cultural
- Digital
- Engineering & Manufacturing
- Health & Care
- Land-based (Agriculture and Viticulture)
- Visitor & Hospitality



Embedded within every college programme are the following core entitlements:

- *Careers Education*
- *Digital Licence*
- *Entrepreneurial Acumen*
- *Literacy, Numeracy, and Fluency*
- *Green Skills Integration*
- *Diversity, Equity, and Inclusion*

We work closely with local employers in sectors such as retail, creative industries, public services, and in micro/small businesses (90.2% of which employ fewer than 10 people), aligning our training with the skills needed in the regional job market.

INCLUSIVITY AND SUPPORT

East Sussex College is committed to inclusivity, offering extensive support for young people and adults with Special Educational Needs and Disabilities (SEND) and those with High Needs. We promote a culture where everyone feels valued, fostering a sense of belonging for students from all backgrounds. Our SEND Master Plan is focused on enhancing and growing our provision to ensure stronger progression into employment and preparation for adulthood.

ARRESTING SOCIAL DEPRIVATION

East Sussex College is committed to providing universal and targeted financial assistance to reduce socio-economic barriers and promote equity. We will continue to raise the ambition and confidence of our students to promote and enhance social mobility.

INNOVATION AND EXCELLENCE

We are dedicated to excellence through innovation, embedding cutting-edge technologies and flexible learning models into our curriculum. This ensures our students are equipped to succeed in both local and international markets, with transferable skills that support lifelong learning and adaptability in a rapidly changing world.



Our partnerships

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 local, regional, and national levels.

OUR PARTNERS INCLUDE:

- Coast to Capital LEP
- Eastbourne Borough Council
- East Sussex County Council
- FE Sussex
- Hastings Borough Council
- Jobcentre Plus & DWP
- Lewes District Council
- London South East Academy Trust
- Newhaven Enterprise Zone
- NHS Sussex
- Rother District Council
- South East LEP
- SGN
- Sussex Chamber of Commerce
- Sussex Police
- University of Sussex
- Wealden District Council
- University of East Anglia
- University of Brighton



Coast to Capital



NEWHAVEN





Raising community ambitions through our school Partnerships

A key strand of our Curriculum & Skills Master Plan is to develop even stronger relationships with local schools and provide additional experiential opportunities for local school children. This will include supporting and leading careers events, tasters, competitions and greater support for parents. With the support of current students, alumni and employers we will play a key role in fuelling the ambitions of East Sussex children.

Our school partners are very important to us and enabling access our facilities and careers education support to enhance their offer remains a priority.

We are committed to providing 14-16 provision, after school and Saturday clubs as well as a range of Year 11 transition support to support all students.

Strategic ambitions

Our strategic ambitions build on the principle that everything we do is in the service of our students, partners and wider communities.

Delivering an exceptional student experience is central to this strategy and our five strategic ambitions. Each ambition will drive and shape our students' experience through our curriculum and the development of our staff, our estate and our position within local communities.



Strategic ambition: Curriculum & skills

AMBITION

We will enable all students to reach their full potential and thrive by designing and delivering inspiring and careers-led learning pathways.



PARTNERSHIP

We will collaborate, co-create and co-locate our curriculum and skills pathways into local priority sectors to drive community wealth by creating dynamic delivery models with business and community organisations.

IMPACT

By 2028 we will:

- Ensure that all curriculum pathways lead to tangible outcomes such as higher level study, employment or entrepreneurship.
- Track and measure our curriculum impact on productivity, social mobility, student satisfaction, community development and regional economic growth.



This strategic ambition will be underpinned by our new Curriculum & Skills Master Plan that will focus on refining our curriculum pathways, employer-led delivery models and campus specialisms.

The creation of seamless FE to HE pathways in partnership with higher education institutions will enable us to focus on industry-specific skills gaps to ensure our communities prosper and our alumni excel.

Our provision is inclusive, ambitious, creative and dynamic and our student progression opportunity will be further enhanced by our supportive culture and commitment to high quality careers education, personal development and enrichment.

Governance oversight link: Curriculum, Skills & Quality Committee





Strategic ambition:

People & culture

AMBITION

We will create an empowering culture that inspires purpose, belonging and progression through valuing and investing in our people.

PARTNERSHIP

We will enable our people to understand and exploit AI, digital, technological to support their personal development, agency and wellbeing by developing partnerships with local, regional and national innovators.

IMPACT

By 2028 we will:

- Strive to ensure that our colleagues are proud to work at East Sussex College and feel valued, supported, and confident in their ability to make a positive impact on students' lives.
- Ensure that there are clearly articulated career pathways to support progression and continuous development.

This strategic ambition will be underpinned by our People & Culture Master Plan that will be focused on professional development, clear and effective communication, an inclusive college community and the wellbeing of our people.

We will ensure our people have access to a high quality, well-resourced and comprehensive programme of CPD that supports their career aspirations and facilitates progression.

We will further develop our recognition programme to cement a sense of pride and belonging and ensure that our people feel valued for the positive contribution they make.

Governance oversight link: Resources, Culture & Impact Committee

Strategic ambition: Reputation & partnership

AMBITION

We will build our reputation for innovation, excellence and dynamic partnership by positioning ourselves as the East Sussex productivity 'engine'.

PARTNERSHIP

We will support collective ambitions, target areas of deprivation and raise community aspirations by working with public sector partners, schools, employers and community organisations.

IMPACT

By 2028 we will:

- Assess and improve how PROUD our stakeholders are of the college.
- Ensure that East Sussex College increases the market share of student enrolments in our local communities.

This strategic ambition will be driven by our Community Engagement & Communications Master Plan that will define our community offer, shape our partnerships and build our reputation.

We will ensure that East Sussex College strengthens its place as the college of choice for our local communities and that we are a trusted partner for local employers and organisations.

Governance oversight link: Governance, Performance & Reputation Committee







Strategic ambition: Estates & digital transformation

AMBITION

We will fuel the aspirations of our students, colleagues and community partners by providing adaptable physical and digital learning spaces.

PARTNERSHIP

We will meet the changing needs of our communities by working closely with trusted and new stakeholders to redesign our estate and enhance our digital infrastructure.

IMPACT

By 2028 we will:

- Ensure that our transformation project promotes sustainability.
- Ensure high user satisfaction with our estates and ensure that it adds to our community resources.

Our estates transformation programme is underpinned by our Estates Master Plan and is focused on improving space utilisation, reducing running costs, decarbonisation and embedding a culture of 'one college' within our physical spaces.

We will retain our main college sites and rationalise space at our Eastbourne and Lewes campuses, utilising surplus land/assets to invest in the retained spaces. We will improve space utilisation on completion of the estates transformation programme and improve and enhance digital infrastructure and capacity across the college estate.

Governance oversight link: Capital Development Board

Strategic ambition: Resources & investment



AMBITION

We will ensure East Sussex College's long-term sustainability and protect investment in our students, people and infrastructure by strengthening our financial foundations.



PARTNERSHIP

We will add value to our students and our community by building partnerships built on trust and reciprocity.



IMPACT

By 2028 we will:

- Ensure that our financial health is robust and audit opinions are confident.
- Promote and prioritise local suppliers to support and enhance community wealth.

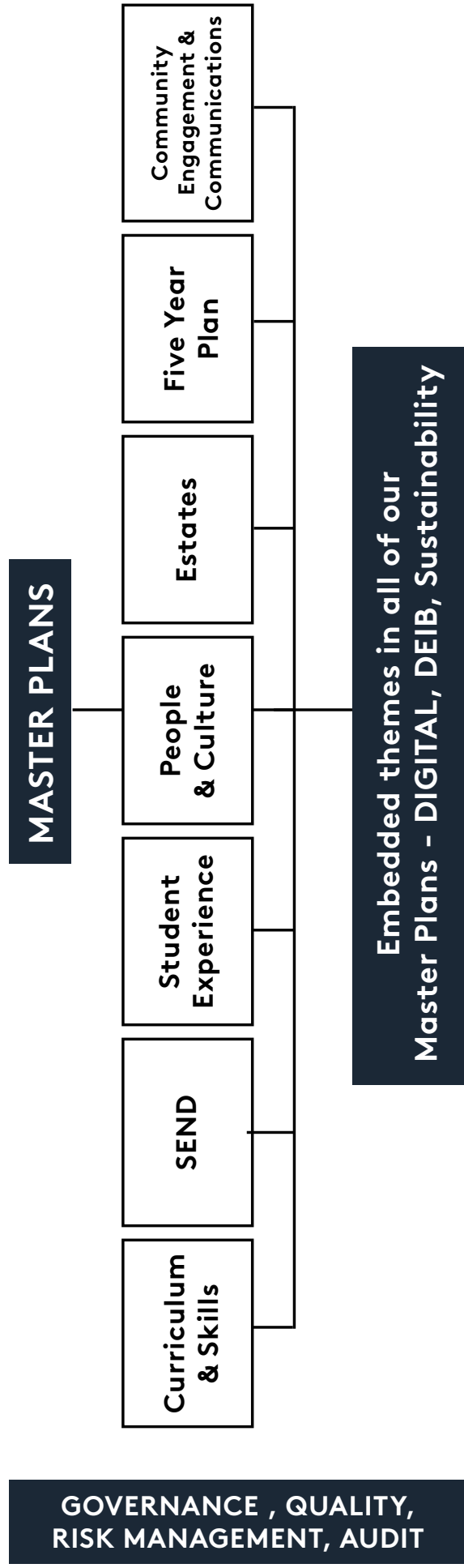
This strategic ambition will be underpinned by our Five Year Financial Plan which is focused on repayment of existing loans by 2028 and an increased operating surplus over the lifetime of the plan.

The plan assumes modest growth in 16-18 funding, in line with demographic growth, and continued growth in T Levels. The plan also assumes a stable level of income from apprenticeships and HE but recognises the scope to grow provision and courses to serve our communities and partners.

Governance oversight link: Audit, Risk & Compliance Committee

STRATEGIC

ARCHITECTURE





Cross Levels Way
Eastbourne
BN21 2UF

Station Plaza
Hastings
TN34 1BA

Ore Valley
Hastings
TN34 3SU

Mountfield Road
Lewes
BN7 2XH

Marine Workshops
Newhaven
BN9 0ER