

2021- 2024



EAST  
SUSSEX  
COLLEGE

YOUR  
COLLEGE.  
YOUR  
FUTURE.





# Strategic plan.

Our plan for twenty  
twenty **one** to twenty  
twenty **four**.

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## - CEO Introduction.

**'East Sussex College is a progressive and proudly values-driven organisation which is here to serve the communities of East Sussex'**



**REBECCA CONROY,  
CEO AND PRINCIPAL.**

Since our formation in 2018 we have worked hard to build trust and improve the quality and clarity of our education and skills offer so that we are recognised as the 'engine' of East Sussex regeneration and delivering academic excellence.

We are proud to launch our new Strategic Plan 2021-24 which is rooted in ambitious transformation so that we deliver;

- **A consistently excellent student experience**
- **An education and skills offer that is employer led and ambitious**
- **Investments in our people to develop and grow**
- **Transformation of our buildings and digital capability**
- **A culture rooted in collaboration, partnership, and inclusion.**

East Sussex College has distinct and unique campuses in Eastbourne, Hastings, Lewes & Newhaven. This strategy outlines East Sussex College's ambitious strategic intentions for the next phase of our journey.

Our offer is broad, inclusive, and responsive. We will ensure that our curriculum offer develops the skills, knowledge, and behaviours that employers locally, regionally, and nationally tell us they need.

Working with flagship employers our students will feel the benefits of these partnerships so that they are fully equipped for the future.

As an early adopter of T-Levels we know how important these new and engaging qualifications are in providing parity of esteem with A-Levels and enable young people to gain vital skills for rapid career progression in a range of occupations.

Inclusion and diversity are at the core of everything that we do and reaching out to support and enable every member of our community is central to the College's purpose.

The significant impact that COVID-19 has already had on our local economies means that the stakes are very high. We have a huge responsibility to be versatile and responsive to the needs of local people, employers and to be a conduit to drive high quality skills development and retraining opportunities. We take this 'recovery' responsibility seriously.

Our communities are at the heart of everything we do, and the intention of this plan is that we significantly contribute to local health and wealth.

## - Chair Introduction.

**'We launch this plan, detailing our values, ambitions, and key, continuing collaborative dialogues and activities, in the Autumn of 2021 and during the passage of the Skills and Post-16 Education Bill through parliament'**



**DAVID SMITH,  
CHAIR.**

The bill is the most comprehensive further education reform bill for a decade and is accompanied by a series of consultations, by which HM Government seeks to develop policy and practice to enable Further Education Colleges across England to be more effective as key partners in economic areas.

We are also clear on the local context to address the huge challenges that the Coronavirus pandemic has highlighted to young people's education, to the availability of vital skills for business, to the re-training and 'first training' of adults, to community-based learning and to the foundations of our economy and public services.

We want to be a trusted, ever reliable, and innovative partner with key East Sussex stakeholders, including the county and borough/district councils, our partner schools, the sixth form college (Bexhill) and land-based college (Plumpton), employer representative bodies, local universities and cultural, sporting and community organisations. These partners will be called upon to play vital roles in the regeneration necessary to kick start renewal in this wonderful county of cultural, coastal, rural and urban opportunities.

The East Sussex College board of governors, stewards of the assets on behalf of East Sussex communities, comprises roughly a third who have been part of the development journey since merger in 2018, a third who joined in 2020 during the height of the pandemic and a third who are newly joined, at the outset of this Strategic Plan journey. We have recruited to these voluntary and significant 'time engagement' roles, a broad and balanced set of people who can articulate a variety

of local perspectives. We will continue to strive to ensure that the mix of East Sussex communities is reflected on our board – and we will listen to the views of our partners and our communities to guide our decision making.

The College has a strong leadership team, with energy and expertise in its ranks. They are determined to develop the College's reputation and nurture and develop its people, to deliver the highest standards of teaching and training, to enhance the College's estates and digital capability and to do all of that whilst sticking to that collaborative commitment to be 'part of the East Sussex team'.

We are excited by national developments that appear to incentivise collective planning and delivery across wider economic areas. We are a proud founding member of the Sussex Chamber led, pan-Sussex 'trailblazer' Local Skills Improvement Partnership and a key partner in exciting collective Sussex approaches to green technology training, green and sustainable construction and green curriculum planning.

In the three years to the end of this parliament, there will be radical and far-reaching reform across post 16 education and skills. East Sussex College wishes to play a major part in making it work for our county.

## - Vision, Mission & Values.

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

Our **mission** is to deliver a consistently excellent student experience through expert teaching, inspiring facilities and our partnerships with our employers.

Our **values** include Partnership, Respect, Inspire, Diversity & to Empower.

Partnership  
Respect  
Inspire  
Diversity  
Empower



Our new vision, mission and values have been developed by our staff as part of the wider People Strategy development and they embed our one college ethos and approach that celebrates collaboration and working collectively as a single college whilst recognising that we serve different communities with diverse needs, and we work to ensure that we adapt our provision and offer to meet them.

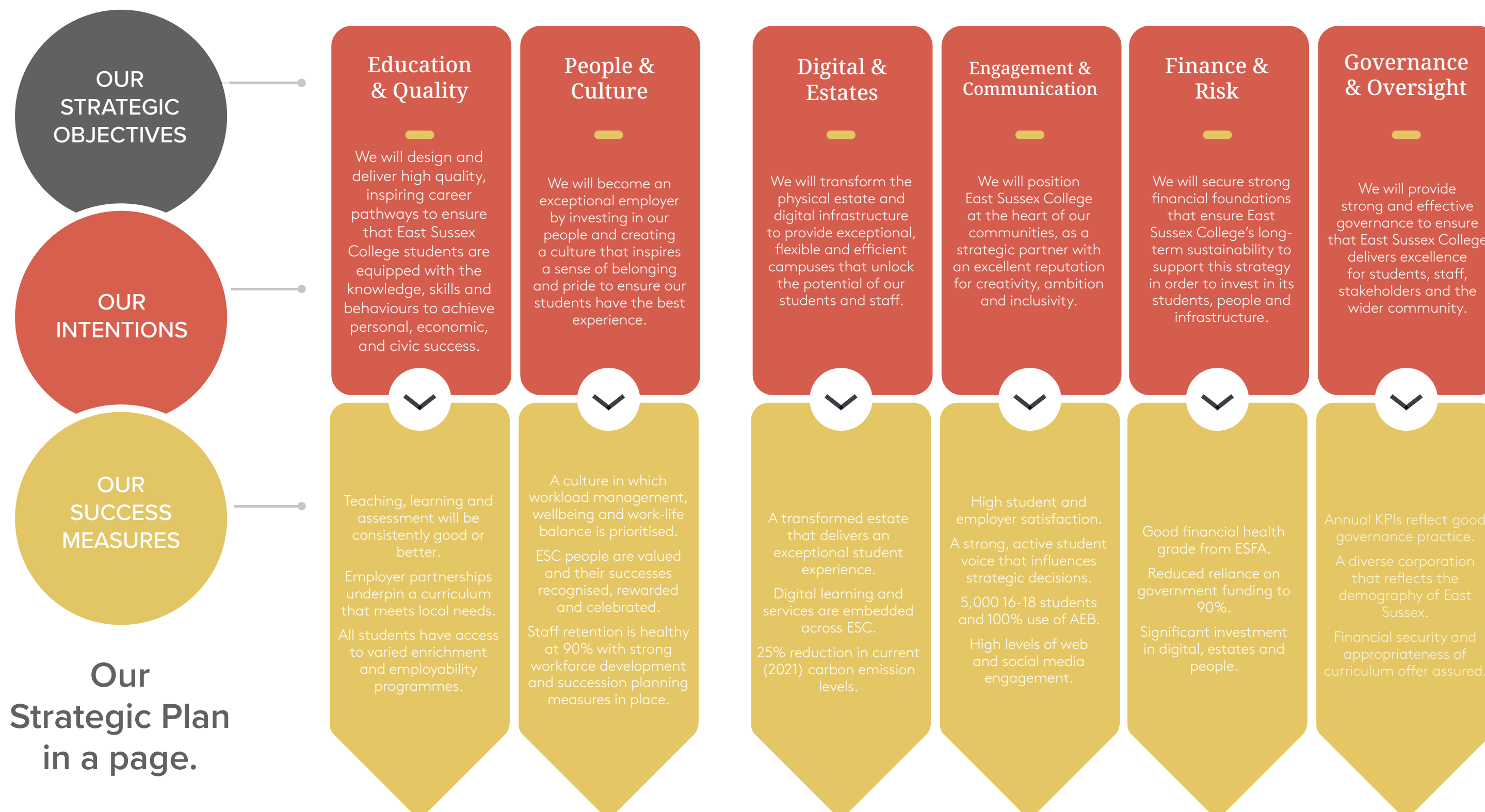
Ultimately, we want to establish ourselves as a reliable and respected community asset, supporting our different communities to achieve and grow with the College as the skills engine that drives economic and civic growth across the county.



IMAGE RIGHT  
Students at  
Eastbourne campus.



# - Executive Summary



# Our Strategic Priorities.

Our strategic drivers emerged from a series of Board away sessions throughout 2020/21 where the internal and external context of the College were carefully considered. Six workstreams were identified to deliver the transformation and consolidation for this stage of the Colleges journey. These are shown below alongside the key objective for each, with a later section of this strategy providing some key success measures.

- Education & Quality
- People & Culture
- Digital & Estates
- Engagement & Communication
- Finance & Risk
- Governance & Oversight

### Education & Quality

—

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.

### People & Culture

—

We will become an exceptional employer by investing in our people and creating a culture that inspires a sense of belonging and pride to ensure our students have the best experience.

### Digital & Estates

—

We will transform the physical estate and digital infrastructure to provide exceptional, flexible and efficient campuses that unlock the potential of our students and staff.

### Engagement & Communication

—

We will position East Sussex College at the heart of our communities, as a strategic partner with an excellent reputation for creativity, ambition and inclusivity.

### Finance & Risk

—

We will secure strong financial foundations that ensure East Sussex College's long-term sustainability to support this strategy in order to invest in its students, people and infrastructure.

### Governance & Oversight

—

We will provide strong and effective governance to ensure that East Sussex College delivers excellence for students, staff, stakeholders and the wider community.



# - About East Sussex.



IMAGE ABOVE  
Hastings Seafront,  
East Sussex.

**East Sussex’s captivating and inspiring coastline, expansive beaches, rolling green hills and historic towns and villages make it one of the most beautiful places in the country to live, study and conduct business.**

Almost two thirds of the county is either a designated part of the South Downs National Park or the High Weald Area of Outstanding Natural Beauty (AONB).

We have a rich and varied cultural offer that engenders pride and a sense of place in the county. There is a wealth of cultural attractions and some of the more renowned places include Glyndebourne and Charleston near Lewes, the Towner contemporary art museum in Eastbourne, the De La Warr Pavilion in Bexhill-on-Sea, and the Hastings Contemporary Gallery in Hastings.

In 2019 the county was home to over 550,000 people, with over 57% (317,900) aged between 16-64, which is lower than regional or national averages. Population projections to 2027/28 show that whilst the overall population will grow by 5.5% (to 581,731) the 65+ population will rise by 18.8% (to 170,309), increasing the proportion of older people in the county from 25% to 29%.

The latest data shows that in Dec 2020 the proportion of the working age population in employment in East Sussex (76%) is just above the national average (75.4%). The unemployment rate of 6.1% is above

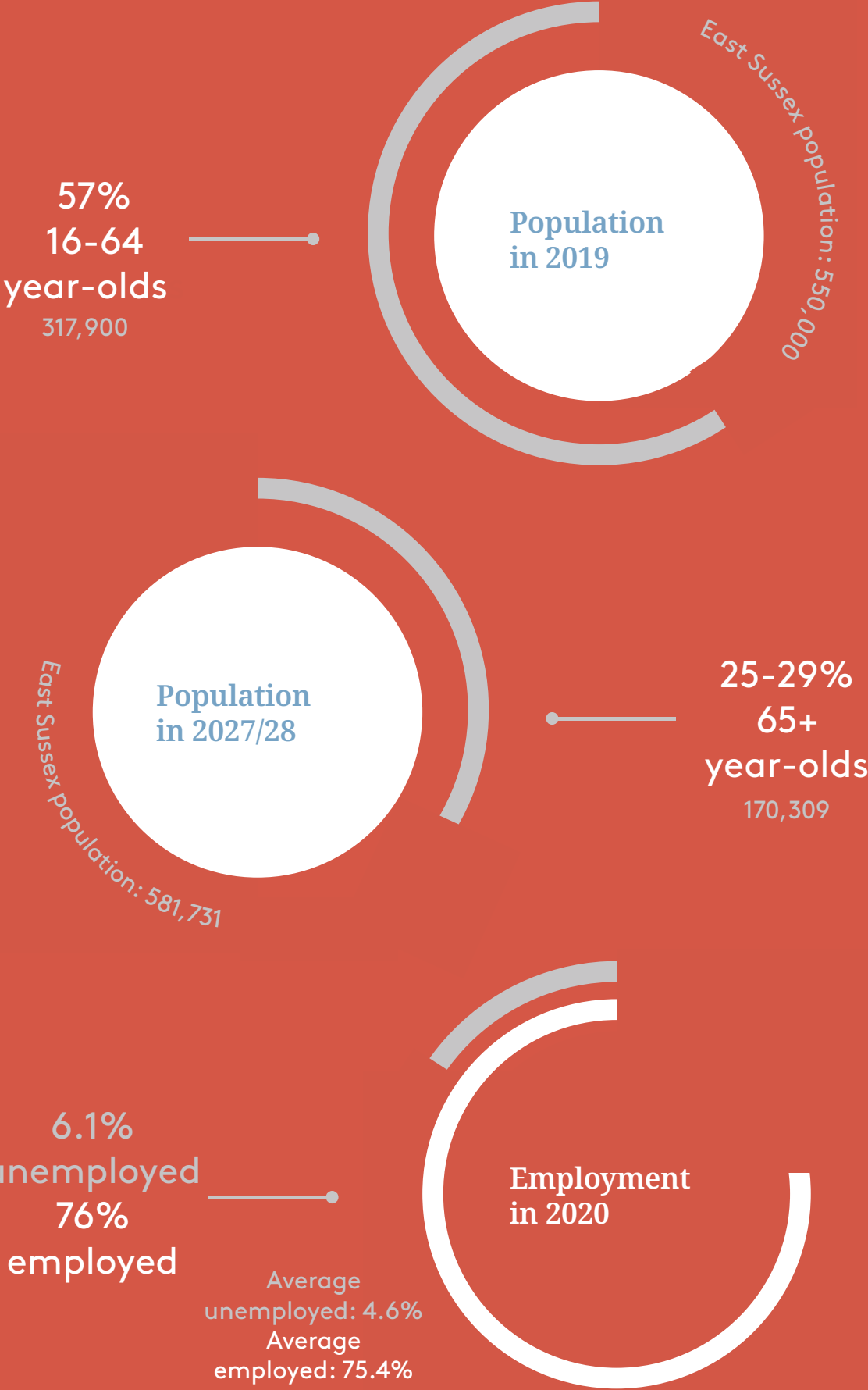
the national average (4.6%). This has risen sharply due to the pandemic, with the number of people claiming Universal Credit increased by 11,640 to 20,775 between March and May 2020.

Our county also has pockets of severe deprivation, with parts of Bexhill, Eastbourne, and Newhaven in the top 20% of deprived places in the country with two wards in Hastings in the top 10%. While educational attainment in schools has improved significantly, adults have fewer higher-level qualifications, with only 56.6% having a Level 3 or above, significantly lower than regional (63.5%) or national averages (61.4%).

The College’s catchment area for 16-18 students extends to over 50 schools covering East Sussex, Brighton & Hove, West Sussex and South Kent. The Year 11 cohort size is expected to grow across significantly across this area by the midpoint of this decade, providing a significant opportunity for growth.



IMAGE ABOVE  
Newhaven,  
East Sussex.







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# EAST SUSSEX.



The county's key employment sectors have been identified as engineering, construction, health and social care, creative, digital and media, visitor economy and tourism industries.

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The College will ensure it supports these sectors and the wider economy post-COVID recovery by providing the skills and people employers want and need, both now and into the future.

As with the rest of the country, a high proportion of businesses in East Sussex are small to medium size (SMEs). A particularly high proportion of micro enterprises (less than 10 employees) are operating in Wealden (91.4% of all businesses) and Rother (91.1%) compared to the national average of 89.7%. By contrast, Hastings (89%) and Eastbourne has fewer micro enterprises (88.9%) and more medium-sized (100-249 employees) businesses. Only 330 businesses (1.4%) employ over 50 people, which is lower than regional (1.8%) and national (1.9%).



IMAGE RIGHT  
Eastbourne,  
East Sussex.



IMAGE ABOVE  
Lewes,  
East Sussex.

IMAGE LEFT  
Hastings,  
East Sussex.



## - Our Partnerships.

We pride ourselves on our partnership working across the county and region. We have extensive and meaningful links with businesses and the communities we serve that we will deepen and expand throughout the lifetime of this strategy. We work closely with our local authority and public sector partners to effectively

support each town and the wider county to recover, and we are co-developing and delivering our ambitious estates vision with them, re-establishing our status as a core community asset and partner.

**Some of our key strategic partners include:**

- East Sussex County Council
- Lewes District Council
- Eastbourne Borough Council
- Hastings Borough Council
- Wealden District Council
- Rother District Council
- Coast to Capital LEP
- Brighton & Hove City Council
- Jobcentre Plus, Sussex and Surrey
- Team East Sussex
- South East LEP



Our partnerships will be particularly important as we look to support economic and social recovery after the COVID-19 pandemic and enable our region to benefit from the opportunities afforded by Brexit.

We are a key partner in the implementation of the East Sussex Economic Recovery Plan and will play a key role in the range of place-led regeneration activities that will span the lifetime of this plan, including Town Deals in Hastings and Newhaven, Levelling Up Fund opportunities across the county and the Enterprise Zone and

Future High Streets Fund programmes in Newhaven.

As our economy is dominated by micro and small businesses, we also recognise our key relationships with business representative organisations who support us to understand local business needs and source placements and work-related learning opportunities.

**We will further develop and nurture our existing partnerships with:**

- Sussex Chamber of Commerce
- Let's Do Business Group
- Eastbourne Chamber of Commerce
- Hastings Area Chamber of Commerce
- Lewes Chamber of Commerce
- Business East Sussex
- Uckfield Chamber of Commerce
- East Sussex Federation of Small Businesses
- CITB





## We also have longstanding partnerships with employers in key sectors of our local economy providing mutually beneficial support.

The College offers a range of training to help them recruit and retain talent, and in turn our partners offer placements, live projects, and a range of other activities to enable our students to experience what it is really like to work in their sector.

Some examples of our employer partners include:

### CONSTRUCTION & ENGINEERING

- Boutique Modern Construction
- Marshall Tufflex
- Westridge
- Willmott Dixon
- Volker Fitzpatrick
- Cheesmur

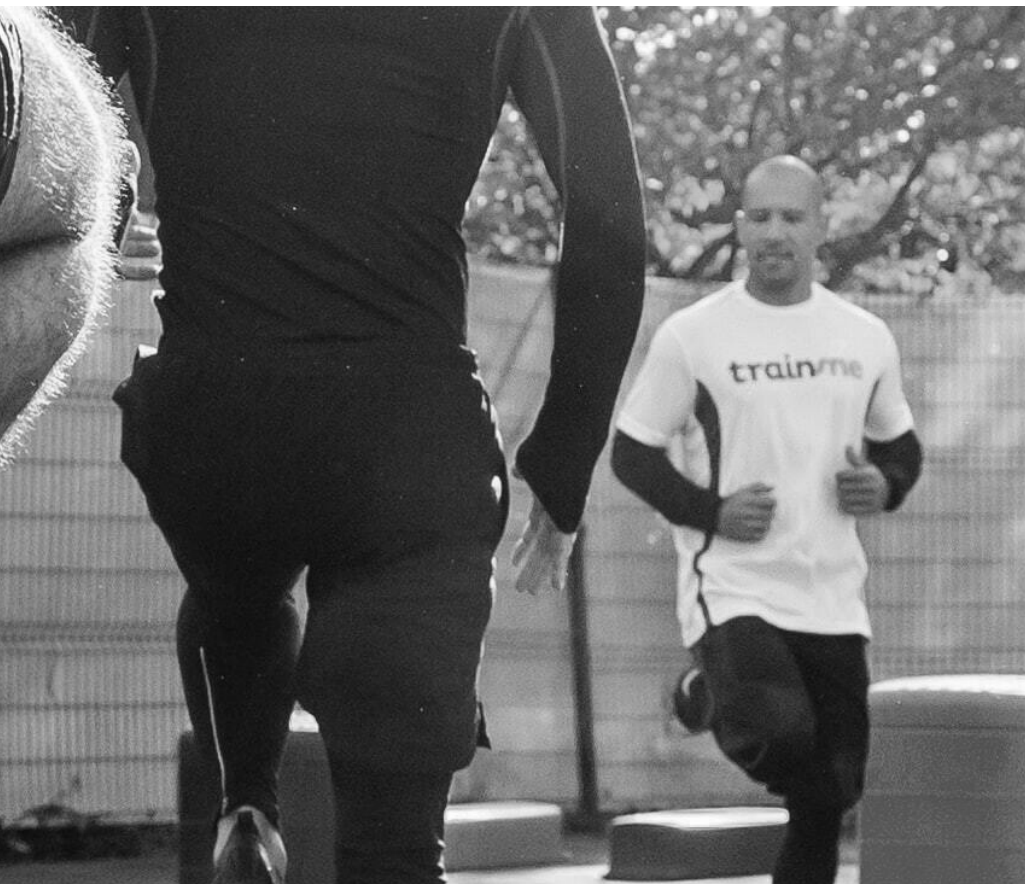


IMAGE ABOVE  
Towner, Eastbourne.

### CREATIVE & CULTURAL INDUSTRIES

- Brighton Dome & Festival
- De La Warr Pavillion
- Hastings Contemporary
- Royal Opera House
- Glyndebourne
- Towner Eastbourne





HEALTH, CARE & SPORT

- Brighton & Hove Albion Football Club
- East Sussex Hospitals Trust
- Lewes Football Club
- Hastings United Football Club
- Sussex Partnership NHS Trust
- Sussex Community NHS Foundation Trust
- Sussex Clinical Commissioning Group
- South East Coast Ambulance Service
- Wave Leisure

VISITOR ECONOMY

- Brighton & Hove Buses
- Eastbourne Hospitality Association
- The Grand Hotel Eastbourne
- Food Haven Group, Newhaven
- Southern Rail
- Webbe's Restaurant

IMAGE TOP LEFT  
*Football Club*

IMAGE BOTTOM LEFT  
*The Grand Eastbourne*

**We have strong links with our partner colleges across Sussex, via FE Sussex, and will continue to work collaboratively with them on a range of projects**



We have established long-standing relationships with over 50 schools. We will deepen these, further listening and responding to their feedback from a recent piece of insight research which included a number of key improvement areas including: deeper and closer relationships with headteachers and their senior teams; providing more timely information on events and sharing data on their students progression; further improvements on our website and course information; developing effective 14-16 provision; and a broader range of 16-18 programmes to enable us to become the post-16 progression provider of choice in East Sussex.

Our network extends to the third sector too with strong partnerships with key organisations including Sussex Community Development Association, Education Futures Trust and Albion in the Community alongside the three Voluntary Action member organisations in the county - HVA, RVA and 3VA. We will develop additional provision that supports volunteers and the wider third sector workforce and focus on increasing our own outreach delivery for adults in partnership with community groups, building on effective practice in Eastbourne.

We have a strong and productive 20-year relationship with the University of Brighton, our main higher education partner who validates over 25 degree level programmes for us. We are extending this work, with progression pathway agreements for T-Levels and additional pathways at Level 4 and 5. We also work closely with all FE and HE providers in Sussex via the Sussex Learning Network and will be a leading partner in the development of a Credit Framework for Higher Technical courses across Sussex, providing employers and individuals with a more flexible HE offer.

We have strong links with our partner colleges across Sussex, via FE Sussex, and will continue to work collaboratively with them on a range of projects including developing a carbon literacy programme for our students and the wider community and co-designing technical courses to meet local needs in the emerging green tech sector. We will also work more collaboratively with our East Sussex College partners, Bexhill Sixth Form College, and land-based specialist Plumpton College, to ensure that the overall East Sussex offer meets local needs via Skills East Sussex, the county's employment and skills board.





# - A Changing Environment.

## ENVIRONMENTAL CHANGES

The UK hosts the 26th Climate Change Conference in summer 2021 with further commitments expected to accelerate action towards the goals of the Paris Agreement and the UN Framework Convention on Climate Change. As a college we need to support these actions and as an organisation we are committed to being Net Zero on carbon emissions by 2030. We know these issues are important to our student community, so we also need to embed sustainability and carbon literacy into our curriculum to support technical and skills provision that enables our communities to address the climate emergencies many of our local authorities have declared. Green skills in construction, energy and transport will be at the heart of our plans as we look to remove carbon emissions caused by poor building design and fossil fuel energy use.

## DEMOGRAPHIC CHANGES

The population of young people in year eleven across East Sussex rises steadily through the decade, from 4,900 in 2020/21 to 5,505 by the end of this strategy in 2024/25, remaining at this rate for the rest of the decade. This presents the College with an opportunity to implement a new curriculum offer alongside a new estates strategy and re-establish our reputation with schools, parents, and young people to welcome this increased cohort and maintain or grow our market share and income. The number of young people with Special Educational Needs and Disability is also rising across the county and our curriculum and estate needs to adapt to ensure we provide a fully inclusive offer for these young people and adults.

At the other end of the age spectrum the population of over 65s will also significantly

increase. This will mean that there are fewer working age adults in the county - our role to provide training packages for adults in work or looking to retrain will be critically important.

We must also prepare local people for the post Covid and Brexit landscape, providing skills opportunities that link to local jobs and help retain and upskill those already in work to ensure our businesses are prepared for greater digital advances in artificial intelligence and automation.

# QUALITY CHANGES.

*with a greater focus on student satisfaction and employment outcomes.*

The Ofsted Education Inspection Framework focuses on the development of the whole student and not simply the outcomes in exams and assessments. This greater scrutiny of progress and progression as well as personal development and behaviour is welcome; ESC is already expanding the range of enrichment activities and careers and progression support available, to enable our students to enjoy all aspects of their college experience and be supported onto their next step - be that onto university, into an apprenticeship or a job and career.

Adult and higher education quality measures are also following suit, with a greater focus on student satisfaction and employment outcomes. This is great news for the College, as we pride ourselves in providing employment focused learning already. We will improve our destination tracking for adults to highlight our success.

We also want to build on the strong student voice we have at each campus with further work to ensure that our students are able to feed into quality improvements with an even greater say in what is working well and what needs to be improved.





# COVID-19 CHANGES

The pandemic has impacted the whole world and will continue to have ramifications in the way people, communities and businesses operate as the economy starts to recover. The world has changed in so many ways and we need to ensure that we take advantage of this and adapt our offer, environment, and culture.

From more flexible ways of working and learning that were critical during lockdowns and will become an increasingly important part of post-pandemic life to the need to increasingly focus on the mental health and well-being of staff, students and our community and providing catch-up support for lost learning. We moved our digital strategy and online learning capacity on significantly out of necessity but now we need to invest in this digital future further.

*the need to increasingly focus on the mental health and well-being of staff, students and our community*

## CURRICULUM & FUNDING CHANGES

Every area of our curriculum delivery is undergoing changes in design and focus that needs to be part of our strategic thinking. These include:

- A move to Apprenticeship Standards and increased employer ownership, including significant changes in the way apprenticeships are funded;
- Significant changes to programmes for young people including the implementation of T-Levels and implementation of linear two-year A-Levels, with the potential reduction in applied programmes currently under consultation, providing young people with a potential choice of A or T-Levels or an apprenticeship in future;
- The development of a new suite of Higher Technical programmes that

will focus on developing skills to meet employer and local needs, providing progression for young people studying T-Levels or adults looking to retrain or upskill;

- The expansion of adult skills programmes, with the National Skills Fund providing government-funded Level 3 programmes for adults without a Level 3 or above qualification;
- The Lifetime Guarantee, which will provide adults access to modular learning options at Level 4 or above, that fit with work or life commitments.

We will therefore need to be agile, responsive, and adaptive, ensuring that we develop the appropriate programmes to provide an enhanced range of quality education and skills offers that meet learner and employer expectations.

## SECTOR CHANGES

New ways of working and new organisational structures continue to emerge within the post-16 sector. ESC was itself created as part of the Area Review process, and the recent Skills and Post-16 Education Bill affords greater powers to the Secretary of State to ensure that the sector remains financially sustainable and meets the needs of the localities they serve. We welcome the duty to collaborate that the Bill requires of post-16 providers and will do this by deepening our collaborative work with our sector partners via FE Sussex and look to jointly develop new programmes and ways of working, including developing and responding to Local Skills Improvement Plans (LSIPs) with businesses and civic leaders to narrow skill gaps and address inequality in our communities.





## The East Sussex College Group.

### - Our Campuses & Business Units.

We are one college that provides education and training services across East Sussex, wider region and internationally.

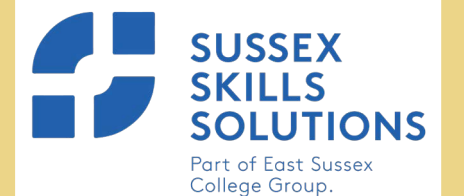
We have distinct campuses and business units which collaborate to share practice and expertise, and this really makes East Sussex College more than the sum of its parts.

This section showcases each of our campuses and business units, alongside some of the changes we intend to enact over the lifetime of this strategy to improve the outcomes for students and our communities, building our overall reputation and providing a more financial sustainability as a result. Each of the campuses support the towns they serve,

and the business units provide specialist education and training for employers, higher level skills and for the international student market.

Our organisation is nothing without the people who work within it. A detailed People Strategy has also been developed alongside this strategy, with a suite of others including curriculum and estates strategies, that will drive the changes and improvements outlined within this section, built on the latest research and best practice from the sector and beyond.

Equally our student community and their voice is critical to the success of this strategy and we will ensure that this is strengthened over its lifetime.





# - Eastbourne Campus.



THE  
NOW



IMAGE ABOVE.  
Eastbourne campus.

Our Eastbourne campus features a specialist construction hub with dedicated workshops and live-build areas mirror realistic working environments that all feature industry-standard tools and machinery for students to learn their trade. The automotive crash repair training centre is an IMI (Institute of the Motor Industry) approved centre - the only one of its kind in the region - providing excellent career pathways into the industry.

Printing presses, pottery wheels, kilns, and photography studios allow creative students to express their creativity, while the eight incredible music recording studios, fitted with industry-standard mixing desks and sound equipment, mean students will have every opportunity to excel in music.

Students have every opportunity to fuel their ambition and work towards achieving their goals. They can push and challenge themselves during valuable industry placements at a multitude of employers, thanks to the College's contacts and partnerships.

Health & social care students gain first-hand experience in operating theatres in local hospitals during a 10-week placement with East Sussex Healthcare NHS Trust. Hospitality & catering students work in leading hotels such as The View and The Grand Hotel. From September 2021 our sports students will be co-located in the Eastbourne Sports Park, run by Wave Leisure, and will support every aspect of the running of this busy community health and sport venue.

Public services students take their learning to new heights with expeditions and outdoor adventurous activities across the beautiful South Downs. They also team up with public services such as Sussex Police and East Sussex Fire and Rescue Service to host community events.

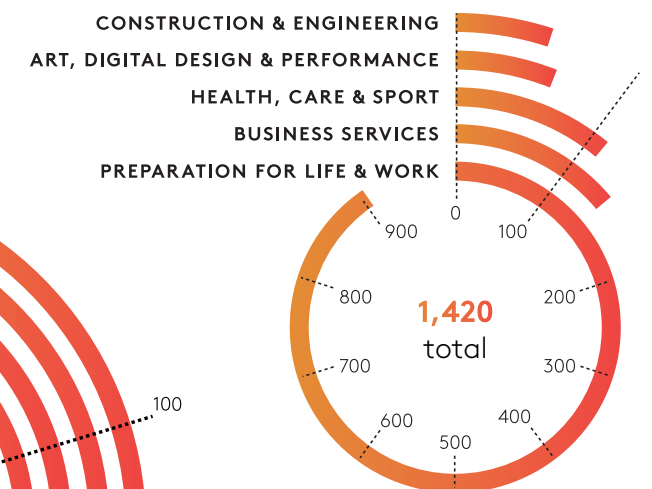
Business and economics students are inspired by educational trips at home and abroad. From visiting London's business district to the Coca-Cola factory in Budapest, they get to see how some of the largest companies in the world do business. Travel and tourism students also see their

industry in action by visiting BA i360 in Brighton, the London Eye, Thorpe Park, Gatwick Airport, the Emirates experience, and travelling abroad to Spain and Italy's top tourism destinations.

The College has built a supportive environment that ensures students' success is celebrated. Awards evenings, celebratory lunches and dinners, and end of year exhibitions are important ways the College celebrates its students.

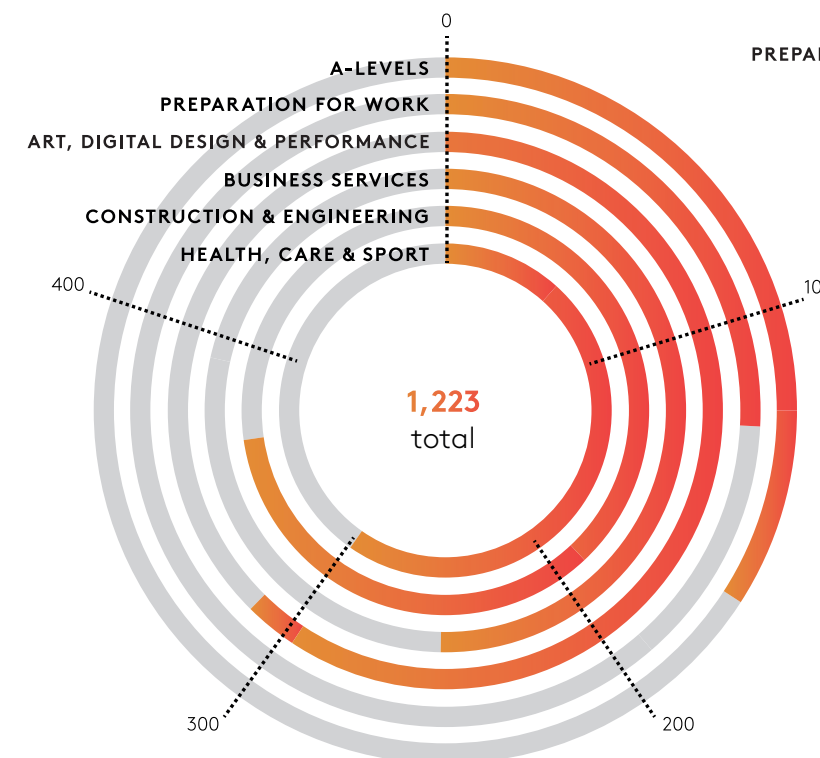


## ESCG EASTBOURNE ADULT STUDENT NUMBERS



- The automotive crash repair training centre in Eastbourne is now an IMI (Institute of the Motor Industry) approved centre - the only one of its kind at an FE college, locally!
- Music Production can be studied at degree level, making it a natural progression route for 16- 19-year-old students.

## 16-18 ESCG EASTBOURNE STUDENT NUMBERS





# - Eastbourne Campus.

# THE

# FUTURE.



As a provider of extensive further education services, East Sussex College will always offer a broad, inclusive, and responsive curriculum. However, our partners tell us we need to do more to highlight each of our campus identities, linking these to the needs of the local community that they serve.

The Eastbourne campus identities will therefore build upon the following key areas of the Eastbourne economy to ensure we provide the right mix of academic and technical skills and training:

- **Health sciences** - working in partnership with the adjacent Eastbourne General District Hospital (EGDH) for unique industry placements to provide direct pathways to defined careers including nursing and health professions including physiotherapy, dietitian and radiographer.

- **Sport sciences** - in partnership with Wave Leisure, Eastbourne Borough Council and the Clinical Commissioning Group offering health improvement focused Industry placements and progression to the renowned Chelsea School, part of the University of Brighton offer in Eastbourne.
- **Construction** - building on the successful roll out of the Construction Design T-Level by specialising in management and professions including surveying
- **Business and the visitor economy** - providing the post-COVID visitor economy workforce including accountancy, hospitality, catering, hair and beauty.
- Art specialisms in **visual art and music production**, with our own

higher education progression routes in Hastings and Eastbourne.

- **Significant growth in adult skills training** especially in engineering, construction, health, care, digital design and performing arts and business-focused programmes.
- **SEND provision** - The campus already houses a specialist 16-24 SEND unit and this will continue to be developed and expanded to include more employment focused programmes.

We will also re-introduce a comprehensive A-level offer to meet latent demand across the town, working closely with our school partners to ensure that the offer meets local needs and provides a high quality academic experience.

*influenced by our students and staff on these sites, learning from research and best practice from across the sector.*

Our development plans for the Eastbourne campus reflect this and we invested £1.2m in 2019/20 to relocate our A-Level provision from its current position on the former site of Park College to the heart of the campus.

We are also investing in the redevelopment of the Eastbourne Sports Park which will house our Sport and Public Services students in a unique partnership with Wave Leisure, providing students with live work placements as

well as training and fitness spaces. All of this will be ready to welcome students from September 2021.

In close partnership with Eastbourne Borough Council, we are exploring further opportunities to enhance and redevelop our facilities. This will include relocating our hair and beauty salons to the main building at the front of the College and relocating Hospitality and Catering (subject to contract) to the Devonshire Park development in the town centre, providing a training kitchen and

restaurant for tourists, theatre-goers, and residents alike.

We are also exploring options to redevelop our construction, engineering and art-based facilities with the council and other partners and anticipate that these will be completed by the end of this strategy to ensure we create a fantastic learning environment for all our students. These will be influenced by our students and staff on these sites, learning from research and best practice from across the sector.

IMAGE BELOW  
Technogym  
equipment





- Hastings Campus.

THE  
NOW



IMAGE ABOVE.  
Station Plaza,  
Hastings.



Hastings is renowned for being a creative and cultural hub, so our Station Plaza campus hosts extensive Further and Higher Education opportunities, with our wide-ranging visual arts programmes providing a popular progression route for our art, design, and digital programmes for young people.

This campus also hosts:

- A range of business services provision with a fully equipped kitchen and Coast Restaurant alongside extensive sport, hair and beauty therapy services.
- A small, high performing A-Level centre with over 250 students benefitting from excellent academic teaching, tutorials and a range of clubs, societies, and support to explore progression to prestigious universities across the country.
- A broad range of Health and Care programmes which extend to degree level qualifications in Healthcare or Early Years Management programmes.
- Innovative programmes for young people with special educational needs and disabilities (SEND), with a strong focus on independence and employability skills.

Our Ore Valley campus has well equipped, industry-standard construction and engineering workshops and this campus has the largest number of 16 - 18-year-old students in Hastings, with nearly 600 studying skills programmes in these key employment sectors. We also offer apprenticeships in these areas and degrees in engineering.

Our wide ranging adult offer also provides opportunities for all ages to gain new skills or develop a hobby, and we deliver a wide range of pre-employment programmes in partnership with employers under our £1m training pledge to support the local economic recovery following the COVID-19 pandemic. Students have every opportunity to fuel their ambition and can challenge themselves during valuable industry placements at a multitude of employers, thanks to our extensive partnerships.

Make-up artistry students put their learning into practice, working with touring actors at the Stables Theatre and Arts Centre. Construction students work on-site with Barratt Homes to create new houses in Bexhill. Our creatives work alongside De La Warr Pavilion staff to devise and run the summer events programme, understanding the creative process from start to finish and recently, two football academy students have made the move into professional football joining the academy of Premier League side Burnley FC and League 2 side Crawley Town.

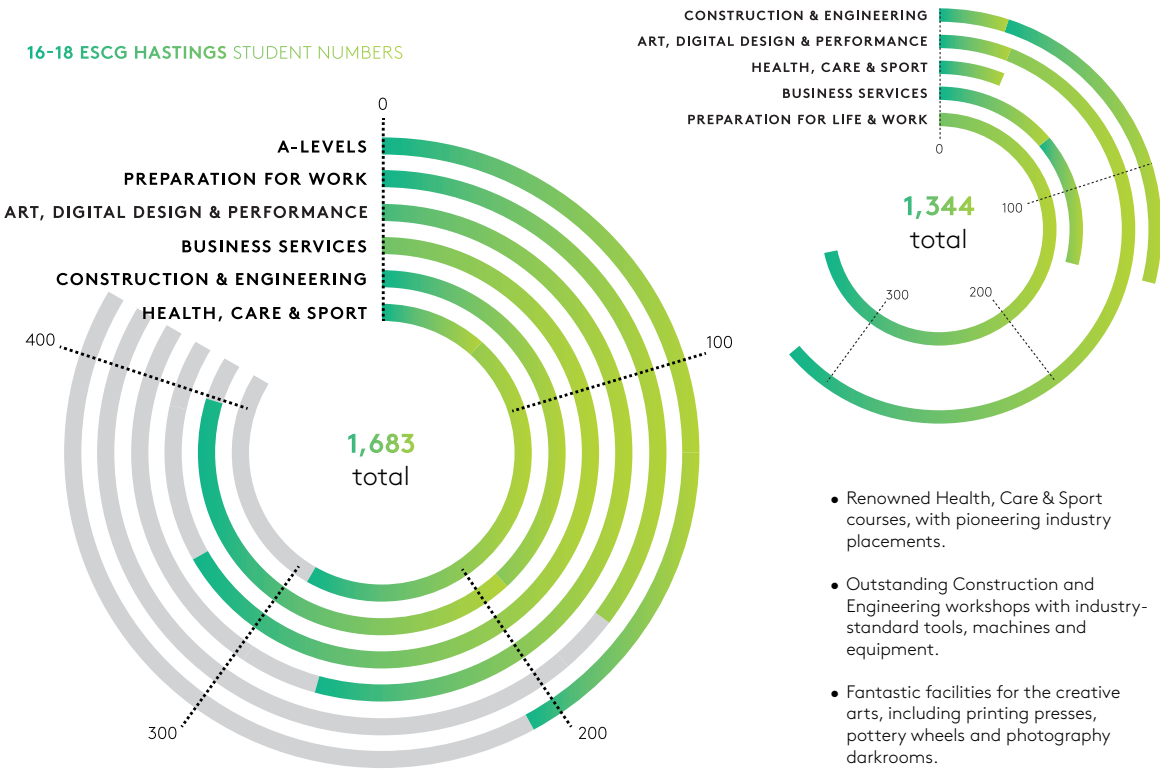
Sport & public services students also do as much learning outside the classroom as they do within, with incredible trips throughout the year. Catering students

IMAGE BELOW  
Barbering event at  
Station Plaza



visit the foodie sights of London to see various street markets and visit rural Michelin star restaurants and cater for fish lovers during the Hastings Seafood and Wine Festival. As well as visiting top London galleries such as the V&A, the National Portrait Gallery, and the Tate Modern, art students are inspired by local galleries such as the Hastings Contemporary and each year, one lucky student wins a two-week scholarship at an art school in New York.

The College has built a supportive environment that ensures students' success is celebrated. Awards evenings, celebratory lunches and dinners, and end of year exhibitions are important ways the College celebrates student achievements.



- Renowned Health, Care & Sport courses, with pioneering industry placements.
- Outstanding Construction and Engineering workshops with industry-standard tools, machines and equipment.
- Fantastic facilities for the creative arts, including printing presses, pottery wheels and photography darkrooms.



## - Hastings Campus.

# THE FUTURE.



As a provider of extensive further education services, East Sussex College will always offer a broad, inclusive, and responsive curriculum. However, our partners tell us we need to do more to highlight each of our campus identities, linking these to the needs of the local community that they serve.

The Hastings campuses identities will therefore build upon the following key areas of the Hastings economy to ensure we provide the right mix of academic and technical skills and training:

- **Green construction, energy and transport** – Our Ore Valley campus is already a market leader in construction and engineering and will become a centre of excellence in retro fitting and green energy.
- **Art & design** – building on a strong history of delivery across visual arts and design with pathways to full degrees at our University Centre Hastings.
- **Business and the visitor economy** – providing the workforce for the post-COVID countywide visitor economy as a market leading provider of accountancy, hospitality and catering and hair and beauty with industry standard facilities.
- **Engineering** - Building upon the existing range of programmes that provide local progression routes to our degree programmes we will develop specialist T-Levels in partnership with the cluster of specialist advanced manufacturing employers in the town.
- **Significant growth in adult skills training** especially in engineering, construction, health, care, art and digital design and business-focused programmes.
- **SEND provision** -The campus already houses an excellent specialist 16-24 SEND unit and this will continue to be developed and expanded to include more employment and preparation for adulthood focused programmes.

We will also provide more outreach into our disadvantaged communities and wards in the town to ensure we provide additional opportunities for young people, adults, and the communities themselves to benefit from aspiration raising opportunities to improve their education and life outcomes.

In close partnership with Hastings Borough Council, we are exploring further opportunities to enhance our facilities.

Thanks to Town Deal funding we are currently making some changes to our Station Plaza campus, including the reconfiguration of the ground floor to provide a conference facility, serviced office space for key local businesses and moving our commercial gym to the ground floor for increased access for our customers. This work also relocated the town's Visitor Information Centre into this campus, providing our students with real work experience as we begin to welcome visitors back following the COVID-19 pandemic.

A larger £3m bid for the Town Deal has recently been successful, supporting the development of the new Green Technology Training Centre at our Ore Valley campus. This will provide space for local people to gain new skills in emerging technologies linked to retrofitting in construction, green energy generation and electric vehicle technology to support our wider push to Net Zero by 2030. Student, employer, and staff engagement into this development will be critical with this facility fully operational by 2023/24, enabling us to relocate two other small satellite centres in the town to this campus.



SOLAR PANELS  
AT ORE VALLEY.



- Lewes Campus.

THE  
NOW.



IMAGE ABOVE.  
Lewes, East Sussex.



Our Lewes campus is situated near Lewes Station and draws students from across the region to study with us. Lewes provides an eclectic hub where academic subjects are run alongside vocational courses, degrees, and part-time courses for adults.

Lewes is our standout campus for A-Level provision and has a strong track record supporting students to progress to a range of top universities. The core A-Level curriculum offer is complemented by a supportive tutorial programme and a wide range of clubs, societies and sports academies that support students to achieve their full potential and provide access to support to apply for outstanding universities.

Lewes is also a leading campus for the creative industries with its purpose-built performing arts centre being home to music, dance, and drama subjects. Students appreciate the opportunity to excel, and we provide amazing opportunities to collaborate with Theatre Royal Brighton, Brighton Dome and Festival and the Royal Opera House. Lewes students enjoy ongoing success in the creative sector. Joshua Elphick was named Young Landscape Artist of the Year 2020, and his work features in waiting rooms across the Southern Rail network. For the last seven years, art and design students have won top awards in the Royal Opera House design challenge and performing arts students are able to follow their dreams of moving on to some of the top drama schools in the country.

Beauty Therapy closely follow ESC's success in the creative arts and the campus has produced the 2017 and 2019 winners of the WorldSkills finals, known as education's Olympics, meaning ESC can claim that the world's best young beauty therapists train and study here. We have strong public services and care programmes at Lewes campus, supported by Sussex Police, East Sussex Fire and Rescue and South East Ambulance Service, all of whom have HQs in the town.

Students have every opportunity to fuel their ambition and work towards achieving their goals. They can push and challenge themselves during valuable industry placements at a multitude of employers, thanks to the College's contacts and partnerships.

Sport students can put their theoretical knowledge into practice with work placements at the neighbouring Wave Leisure. Not only do they learn valuable skills in running fitness classes and managing bookings, but they also achieve additional lifeguard qualifications.

The College's links with Brighton and Hove Albion also see students join placements

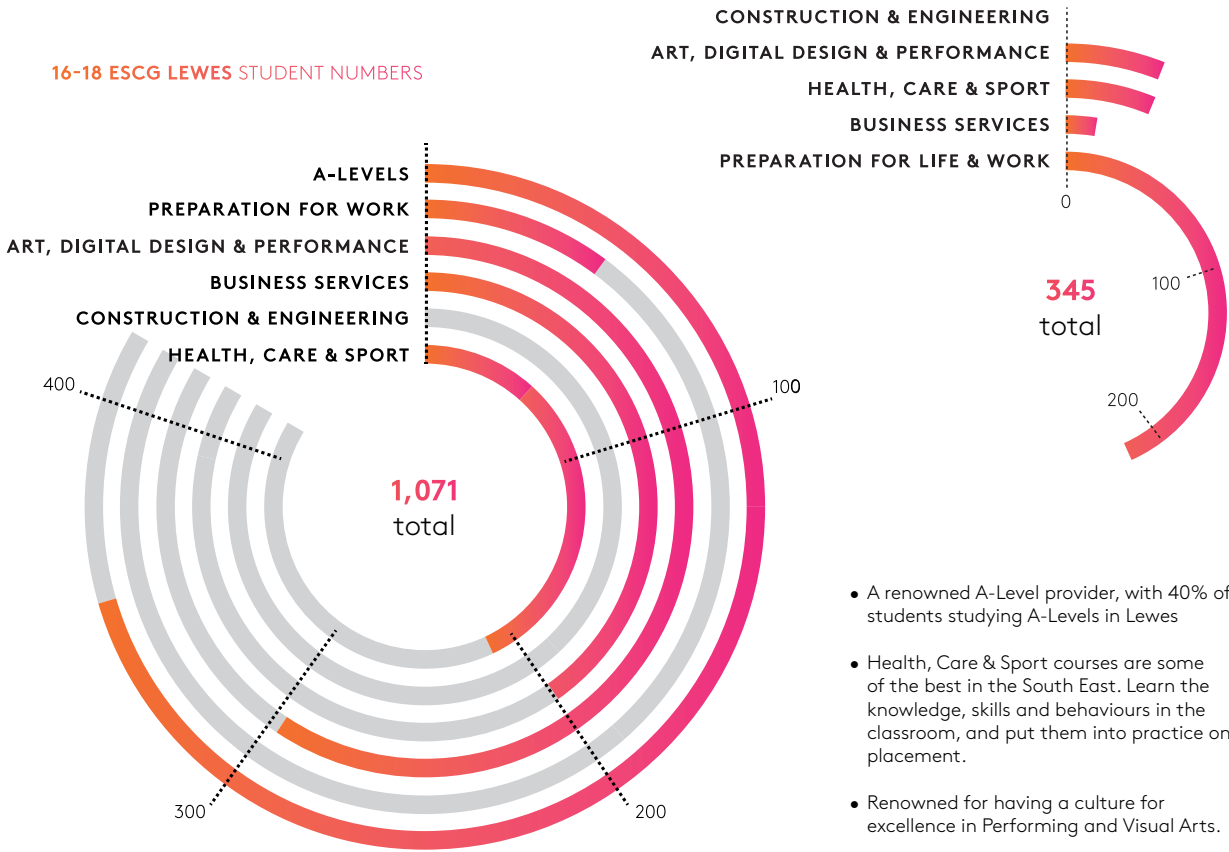


IMAGE ABOVE.  
Performing Arts Centre  
at Lewes campus

with the community arm of the football club. Business students were recently able to work on an exciting project to design an app for Albion in the Community.

The College has built a supportive environment that ensures students' success is celebrated. Societies and clubs, such as LGBTQ+, awards evenings, celebratory lunches and dinners and end of year exhibitions are important ways the College celebrates its students.

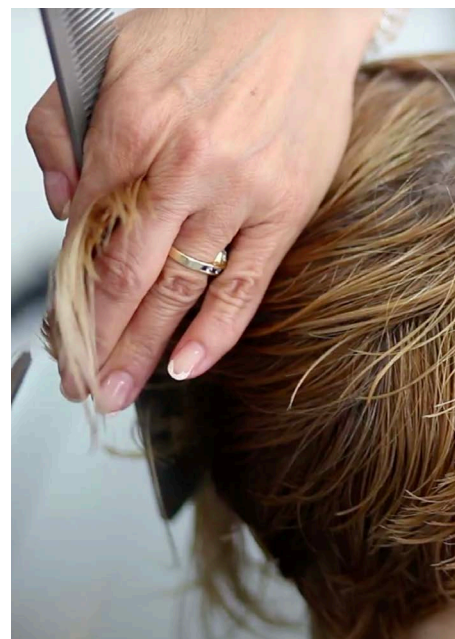
ESCG LEWES ADULT STUDENT NUMBERS





## - Lewes Campus.

# THE FUTURE.



As a provider of extensive further education services, East Sussex College will always offer a broad, inclusive, and responsive curriculum. However, our partners tell us we need to do more to highlight each of our campus identities, linking these to the needs of the local community that they serve.

The Lewes campus identities will therefore build upon the following key areas of the Lewes economy and latent community demand to ensure we provide the right mix of academic and technical skills and training:

- **Our A-Level centre of excellence** - with a broad range of subjects to meet the local demand for high quality provision and excellent progression to top universities.

- **Art, digital design and performing arts** - building on the strong and long history of excellence with provision expanding to degree programmes in digital design and performing arts. The estates strategy will include new performance and studio facilities for students and the community to use.
- A wider range of **business services** with growing pathways for all ages including hair & beauty that will benefit from enhanced facilities within the estates strategy.
- The campus also has the smallest adult offer of the main sites so there is significant growth potential at all levels, linking to specialisms that exist in 16-18 provision including art, digital design and performing arts and a range of business-related programmes.

Exciting new development plans will set Lewes apart from our competitors and re-establish the campus as a centre of excellence. Whilst many of our buildings date from the 1930s and 1950s we have ambitious and innovative plans, in close partnership with Lewes District Council and neighbouring partners including Priory School, Lewes FC and Wave Leisure, to redevelop our campus so that it becomes a community hub, with opportunities for all ages to study with ESC and develop new skills.

In 2019/20 we invested £700k to enable the college to close the Southover building, situated on the other side of the road from the main campus. We are repurposing part of the main campus site to accommodate the courses and learning resource centre, ready to welcome students in September 2021.

In close partnership with Lewes District Council we are exploring further opportunities to enhance and redevelop our facilities. This will include a focus on refurbishing our current buildings and, subject to funding, building a new three-storey building at the heart of the campus.

New social spaces co-designed with students will create additional areas for students between lessons. All of this will be subject to further consultation, but it represents an exciting new era in the College's history and we look forward to welcoming students and our wider Lewes community to be part of it.

**Exciting new development plans will set Lewes apart from our competitors and re-establish the campus as a centre of excellence.**

IMAGE BELOW.  
*Lewes Conceptual  
Estate Development Plans  
Entrance View Sketch.*





## - Newhaven Campus.



# THE NOW.



IMAGE ABOVE.  
Newhaven harbour.

The Newhaven campus is currently our smallest campus with an offer currently devoted to adult learners, the majority of which are studying preparation for work, English and Maths and preparation for work, with programmes including accountancy.

Sussex Community Development Association (SCDA) are co-located and provide a range of support services for local people who are unemployed or have health conditions.



# THE FUTURE.

We are working in close partnership with Lewes District Council to explore the potential of us moving to an alternative site at the old University Technical College (UTC), as part of wider regeneration plans in the town. This includes consultation with a range of other key stakeholders, and we expect to bring forward plans in 2021/22.

Wherever our campus is situated Newhaven will develop an enhanced and specialist offer that directly supports local economic growth, community wealth generation and links to the significant, planned regeneration plans in the town via the Enterprise Zone, Future High Streets and Town Deal Funds.

Whilst these opportunities remain under discussion with our partners, they are subject to change but are likely to include the following sector areas:

- **Construction** programmes linked to building programmes expected as part of the regeneration projects above.
- **Engineering and Logistics** programmes for adults, linking with local employers, opening opportunities for apprenticeships and 16-19 delivery.

- **Increased adult skills training** provision focused on basic level skills, pre-employment with some professional qualifications in the key sectors above and wider area including accountancy.

We will also work closely with local schools to explore what 14-16 provision could link to these specialist areas to support young people to participate in skills-based programmes with defined progression routes at 16 to improve qualification levels in the town and provide aspiration





- APPRENTICESHIPS.

Under the Sussex Skills Solutions brand, ESC is a strong and trusted provider in the region, delivering 40 different apprenticeship programmes to over 400 apprenticeship new starts per annum, 19% of all starts in East Sussex. There is however increased competition in this market, especially from private training providers and newer providers such as universities, local authorities, and employer providers, set up by large employers to maximise the use of their apprenticeship levy.

Our apprenticeship offer is particularly strong in construction trades (48% of all starts in the county), Level 3 and above health (50%), engineering (31%) and accountancy (21%) with high levels of employer satisfaction, repeat business and strong achievement rates.

ESC sees apprenticeship development as a key opportunity to support the region's post-COVID economic recovery, providing opportunities for local people to secure quality work and training and more closely link to employers, ensuring that they can meet their current and future skills and employment needs. We are well positioned to support the local economy with long standing links with Sussex employers, business representative groups including Sussex Chamber of Commerce, twelve local Town Chambers and the East Sussex Federation of Small Businesses.

Our apprenticeship strategy identifies how ESC will grow internal apprenticeship income, improving the quality of our delivery and progression rates from 16-18 Study Programmes and specialising our offer to better meet local current and future skills needs. This will be achieved in partnership with local employers and wider stakeholders within the context of the College's wider strategic plan and our role as a major employer and apprenticeship levy payer.



IMAGE BELOW.  
Construction  
apprenticeship.

**ESC is a strong and trusted provider in the region, delivering 40 different apprenticeship programmes to over 400 apprenticeship new starts per annum, 19% of all starts in East Sussex.**



Our apprenticeship strategy covers four of our wider strategic priorities, the key objectives that will drive its success summarised below:

Curriculum & Quality	We will improve achievement rates to consistently above national averages across all apprenticeship delivery and we will target identified local key growth sectors including accountancy, leadership & management, construction, and engineering.
Finance & Growth	We will grow income from internal apprenticeship delivery by 14% from £2.23m in 2019/20 to £2.55m in 2024/5 and will use our procurement process and once-in-a-generation estates strategy to grow local apprenticeship opportunities.
Engagement & Communication	We will review and enhance the Sussex Skills Solutions brand and web presence to become the apprenticeship provider brand in Sussex and further enhance the account management structure to focus on generating income and supporting the 355 largest employers in East Sussex.
People & Culture	We will fully deploy our annual apprenticeship levy to support the learning and development of ESC staff by developing apprenticeship career pathways for key roles that enable staff to progress within the organisation.



IMAGE TOP  
Mechanic  
apprenticeship.

IMAGE BOTTOM  
Hairdressing  
apprenticeship.



# - HIGHER EDUCATION.

ESC has a strong and long-standing history of delivering higher level education, with nearly 500 students studying on 30 programmes validated by the University of Brighton and Pearson and funded via the HE loans system, and over 200 students on a growing range of sector specific higher vocational qualifications funded via the FE loans system.

Higher level qualifications are a critical element of our growth strategy that will ensure each campus develops programmes to support economic growth and complement our wider specialisation work on each campus, offering local people local progression routes by providing pathways for all Level 3 learners, including a broader offer for adults from our planned expansion at Level 3 funded via the new National Skills Fund.

**Our existing offer provides clear specialisation at Level 4 or above by campus:**

**Hastings** – visual arts, engineering, health & care management, business and computing

**Eastbourne** – music technology, science and health, accounting and construction

**Lewes** – digital and performing arts

In addition to specialisation our approach will be influenced by the opportunities contained within the 2021 Skills White Paper. **These include:**

- A flexible lifelong loan entitlement for module and full programmes



at Level 4 – 6 from 2025 with ESC already working closely with other HE partners across Sussex to explore the development of a regional credit framework that will enable students to study modules and build up to full degrees.

- High quality Level 4 and 5 higher technical qualifications, funded via student finance loans, are being developed as progression routes from T-Levels. As an early adopter of these, ESC will develop these as pathways for young people already studying at the College, or for adults wanting to retrain.



Our higher education strategy covers four of our wider strategic priorities, the key objectives that will drive its success summarised below:

## Curriculum & Quality

We will gain assurance from the Quality Assurance Agency, maintain our conditions of registration with the OfS and develop new Level 4 and above vocational and technical programmes linked to emerging campus specialisms and local skills needs.

## Finance & Growth

We will increase income from higher education validated by University of Brighton and Pearson by 20% from £3.96m in 2020/21 to £4.75m in 2024/5 and ensure that our HE offer is marketed internationally to increase student numbers.

## Engagement & Communication

We will renew our HE specific marketing and recruitment processes to reach more potential students in Sussex and meet our widening participation targets increasing student numbers from disadvantaged wards, those leaving care and our BAME communities.

## People & Culture

We will revise our initial teacher training route to become an apprenticeship pathway and agree an effective continuing professional development programme for HE staff, including access to post-graduate training and the effective use of staff time on scholarly activity.





## - INTERNATIONAL.

For over 30 years we have been providing outstanding education programmes for international students on our Lewes, Eastbourne, and Hastings campuses. The programmes include full qualifications at Levels 3-6, international study years and English as a Foreign Language (EFL) provision, with year-round courses enrolling every Monday, young learner spring and summer courses and tailor-made programmes for closed groups.

**In our 2018 British Council inspection report we achieved 13 out of 15 areas of strength, retaining our position as a top 5% English language school in the UK, and the number one Government funded college - a position we have held for 9 years.**

We have also won awards from the AoC, UKCISA and the NUS for the excellence of our international student support. Our experienced team includes published writers and membership of national boards including English UK and UKCISA. We offer residential on-campus, self-catering accommodation at Lewes and

homestay options at all three campuses, providing international students with the opportunity to live with local families. We have a network of established partners in Asia, Latin America, and Europe.

Examination results in A-Levels are consistently outstanding; in 2019 we achieved a 97.3% pass rate and our students have progressed to Oxford, Cambridge, LSE, Durham and many other top universities and conservatoires, including those outside the UK such as Harvard University and the University of Hong Kong. In 2020, 100% of our international cohort progressed to their first-choice university.

Our English language examination results are outstanding and have been above national averages for the past three years. Students had 100% success in Cambridge PET and FCE exams in 2019.

Despite all our excellent work, Brexit and the Covid pandemic have had a dramatic impact on the English language industry, and we have seen two summer school



programmes completely wiped out and significant restrictions on travel impacting some longer-term students. Online programmes remain a part of our offer with new programmes mixing vocational and English language online tuition.

We have however started to see recovery and our bookings for year-long academic programmes for 2021/22 are ahead of the previous year.



### Examination results in A-Levels are consistently outstanding; in 2019 we achieved a 97.3% pass rate and our students have progressed to Oxford, Cambridge, LSE, Durham and many other top universities and conservatoires.

Our international strategy includes a number of key objectives that will drive the re-establishment and then growth of our business, summarised below:

- Grow non-EFL programme income from £336k in 2020/21 to £935 by 2024/25, including significant growth in year-long Level 3 and higher education student income
- Rebuild English language programmes as normal travel returns and in response to closure of competitor language schools impacted by the pandemic.
- Maximise the use of our Caburn House accommodation by seeking alternative partners to replace a contract which previously let 45% of these rooms.
- Achieve British Council reaccreditation for Lewes/ Eastbourne (2022) and Hastings (2023) whilst maintaining our Home Office immigration licence.





# YOUR COLLEGE. YOUR FUTURE.

If you would like to contact us to see how we can work together to support the communities we serve, or support your business to thrive then please get in touch by emailing:

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