



# Team East Sussex

## East Sussex College Group: Future Plans

18<sup>th</sup> March 2019

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**LEWES**  
**NEWHAVEN**  
**EASTBOURNE**  
**HASTINGS**



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- b. Overview of data** underpinning the vision and education case
- c. Estates Options**, funding and methodology
- d. Next Steps** including support from TES and SELEP



# A shifting educational landscape

## **National**

- Free School and academisation of the system
- Government policy on technical and vocational / T Levels
- Apprenticeship policy shift with Levy and possible overspends by 2019/20
- Imminent Augr Review into Higher Education

## **ESCG**

- Merger KPI relating to development of a comprehensive estates strategy by July 2019
- Current college business model around curriculum and estate very inefficient
- Regional competition calling for something very different and innovative
- A need to plan for growth to deploy current government funding and benefit from demographic upturn from 2021/22



# Financial and reputational challenges right here, right now

## Short term issues

- SDC payroll undervalued at merger by c.£3m
- Little investment in the estate at Lewes, Eastbourne or Newhaven
- Declining enrolments, especially in Lewes and Eastbourne
- Costs increasing v income static/declining
- In-year savings in Dec 18 with more to come by July 19

## Short term progress

- Ofsted – significant progress! (Dec 18)
- 5% increase in A level achievement 17/18

Our exciting three year vision and  
plan for future...

is already underway



# Purpose of the Education Case

An evidence driven, data rich document using:

- **Prior performance** at each campus
- **Demand forecast** in East Sussex boroughs and districts and beyond
- **Competitor supply** analyses, historic and forecast

That will enable objective decisions to be taken and influence:

1. Current and longer term curriculum planning/design
2. The Estates Strategy and a model for space requirements



# Education case - some key messages

- ESCG has lost 890 16-18 students in the 3 year period 2015/16 – 2017/18
- These reductions have been due to demographic decline and our poorer reputation
- We only deploy 50% of our adult education budget in-house
- Higher education numbers have remained static – a success
- Apprenticeship starts and income have grown marginally
- East Sussex demographics show growth in 16-18s from 2021/22 and 65+ from 25% - 29% of the population by 2027/28



# The evidence provides a compelling case to...

- Adopt a **'game changing' or 'wow factor'** approach to regenerating our estate to match Hastings campus across the Group
- Develop a radical revision of curriculum with a focus on the skills, knowledge and behaviours to ensure that students progress into work or higher level study:
  - Co-designing provision with employers, linked to career families to provide students with generic and specialist skills, behaviours and knowledge
  - Fewer qualifications at Level 2 and below with a focus upon industry required short qualifications and skills to progress into work/apprenticeship or onto T Levels
  - Reform of our A Level provision to ensure it is cost effective and delivers in-demand subjects
- **Simultaneously Improve quality** across the Group to ensure we are Good or better at the next Inspection.



# Lewes



## Education Case findings

- 16% (320) overall reduction in 16-18 year olds from 2015/16 – 2017/18 from 2000 to 1680 students
  - -28% (-230) A level
  - -8% (-90) Vocational
- 60% of students study either A levels (35%) or Performing, Visual & Digital Arts (25%)
- L3 learners numbers have grown from 63% (1265) in 15/16 to 76% (1280) in 17/18

## Possible Lewes Future Curriculum offer (in order of size)

- Broadest range of A levels in ESCG
- A Digital Creative, Design and Performing & Visual arts specialist college with world class facilities
- Health, care and sport programmes run in partnership with NHS Trusts and Wave Leisure
- Business and service industries including travel and hair & beauty (L1-6)
- Pathways and Princes Trust type delivery for disengaged young people

# Eastbourne



## Education Case findings

- 21% (510) overall reduction in 16-18 year olds from 2015/16 – 2017/18 from 2440 – 1930 students
  - -52% (-300) A level
  - -11% (-210) Vocational
- 51% of students study Construction & Engineering (19%), Performing, Visual & Digital Arts (18%) or A levels (15%)
- L3 learners numbers have grown from 33% (1265) in 15/16 to 55% (1280) in 17/18

## Possible Eastbourne Future Curriculum offer (in order of size)

- An excellent Construction and Engineering training offer delivered at major construction sites with specialist on-campus workshops
- A Digital & Creative, Design and Performing & Visual arts specialist college focused on music, visual arts, digital and computing
- A limited range of A levels that included popular choices/combinations in STEM, social sciences, humanities
- Business and service industries including hospitality and events management delivered in partnership at Devonshire Park
- A range of linked Health, care & sport programmes, including the co-running of the Eastbourne Sports Park with Wave Leisure (L1-4)
- Pathways and Princes Trust type delivery for disengaged young people

# Hastings



## Education Case findings

- 3% (55) overall reduction in 16-18 year olds from 2015/16 – 2017/18 from 1785 – 1730 students
  - +8% (+20) A level
  - -5% (-75) Vocational
- 57% of students study Business & Service Industries (20%), Construction & Engineering (19%) and Health, Care & Sport (19%)
- L3 learners numbers have grown from 45% (1265) in 15/16 to 51% (1280) in 17/18

## Possible Hastings Future Curriculum offer (in order of size)

- The widest range of Business and services industries in the group including Hair, Beauty and specialist, higher level programmes
- An excellent Construction and Engineering offer delivered in purpose built facilities at Ore Valley, including a new Motor Vehicle training centre and specialist Advanced Manufacturing equipment
- Health, care and sport programmes including delivery in the existing purpose built gym and via partnerships with Hastings United FC, Freedom Leisure and the Conquest Hospital
- A Digital & Creative, Design and Performing & Visual arts specialist college with a focus upon visual arts, creative and digital including computing
- A limited range of A levels that included popular choices/combinations in STEM, social sciences and humanities
- Pathways and Princes Trust type delivery for disengaged young people

# Newhaven



**Note:** The education case was completed before news on ESCG being the preferred provider for the UTC site and will need to be reviewed and refined, alongside the provision mix at Lewes/Eastbourne Feasibility study suggested the following provision mix:

- **Part time 14-16 programmes** in sustainable construction, engineering and hospitality/retail, co-designed and funded by 5 local secondary schools, including Sabden Academy
- **16-18 Study Programmes** (same sectors) with external work placements for all students.
- **Full/part time technical programmes for adult learners** focused upon the sectors above and business/professional courses and employability/pre-employment training
- New, co-designed **adult community education programmes**
- **Apprenticeships** for priority sectors that also meet employers' needs that are engaged via LELA and the Enterprise Zone
- **Higher Education** programmes in Engineering, Logistics, Digital and Design skills
- **Commercial bespoke training** to meet employers' needs in 'the Havens'
- A **potential Institute of Technology in Logistics** from 2020/21 based at Newhaven College to meet the skills needs of the Gatwick Diamond, Shoreham Harbour and their supply chains (2020/21)



# Estates strategy

The estates strategy is aimed at:-

- i. Retaining education in all four towns
- ii. Consolidation and improvement of space – We have 12-15,000 M<sup>2</sup> too much space
- iii. Reducing operating costs and improving efficiencies

# Estates Strategy: emerging site options



## HASTINGS

1. Consolidation of offsite provision to Ore Valley
2. Consolidation of curriculum space at Plaza to create more commercial space

## EASTBOURNE

1. Part sale & refurbishment of existing site with new space
2. Disposal of the existing site and re-location

## LEWES

1. Part sale & refurbishment of existing site(s) with new space
2. Disposal of the existing site and new build on Southover

## NEWHAVEN

1. Negotiate with Department for Education to acquire UTC site
2. Vacate Denton Island for EZ business space

Preferred option influenced by



- Meeting the demands of the vision
- Investment appraisals (NPV & LCC)
- Funding methodology, impact on borrowings & cash flow
- Procurement options (traditional, developer-led or SPV)
- Programme & business continuity
- Risk profile

# Estates Options: Work to Date



- Masterplan options completed for Lewes and Eastbourne sites (based initially on sale of the two existing sites)
  - Initial scoping and costs for two new build options
  - Estimated value of the potential FE and housing developments = £180m
  - Full development programme draft completed through to 2023-24
  - Initial meetings with the lawyers to scope the potential joint venture with Eastbourne BC / Lewes DC. This could establish a special purpose vehicle including:-
    - **'Op Co'** (for the curriculum delivery & shared services) and...
    - **'Dev Co'** (for the joint development / funding of the estate) \*\*
- \*\*This is one of three procurement options being explored.*

# The ask from TES (and SELEP)



- Recognise the strategic importance of our medium – long term plans
  - to narrow skills gaps and provide an excellent educational experience
  - to release land for other local and regional priorities e.g. housing/work space
- Support ESCG to ensure these plans are within future SELEP capital considerations *(to match previous investment in Essex and Kent FE estate)*
- Support ESCG to co-design and co-deliver the offer to meet current and future local and regional skills needs





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