

# ACCOUNTABILITY AGREEMENT AND LOCAL NEEDS DUTY

## 2025/2026



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# CHICHESTER COLLEGE GROUP PURPOSE AND PROMISE

**Chichester College Group (CCG) is committed to its purpose to 'Change Lives through Learning'. Our culture enables us to fulfil our promise to our communities by inspiring all our students to grow in confidence and improve their life, work and learning skills.**

We are relentless in delivering exceptional teaching, learning, support and student and customer experiences. We do this by offering an innovative and enriching range of courses and services that meet the needs of our local, regional, national and international communities. To ensure greater longer-term stability, we work with our communities and employers to grow economic prosperity and maximise our social impact. We aim to conserve and enhance natural resources and reduce our carbon footprint to reach net zero emissions by 2050.

To achieve success and deliver our promise, we live our values and nurture an inclusive community through our behaviours. We provide our people with a stimulating and rewarding place to work and offer relevant professional development to all. We are a people organisation and it is important to recognise and value our staff, providing an environment where staff and students can celebrate difference and diversity.

Our intent is to always make a positive difference with students and customers at the heart of what we do, consistently exceeding students and customers' expectations in every interaction. This is expressed in our Strategic Plan 2023-2026, which will be reviewed and updated in collaboration with our Governing Body by the end of 2026 to reflect priorities moving towards 2030.

As a large further education College Group operating across our region, as well as supporting local, national and international learning and skills development, we are acutely aware of the need to evolve our curriculum and

skills offer to meet needs and demand, therefore, we have placed skills and priorities within the Future Skills Sussex Local Skills Improvement Plan (LSIP) (Future Skills Sussex) at the heart of our curriculum strategy and intent. This is evolving to consider the impact of devolution on skills delivery and enhance agility to support the delivery of boot camps and other local, regional and national priorities.

Chichester College Group stays ahead of economic change by prioritising skills trends arising from close collaborative working with stakeholders to inform opportunities through curriculum development and reform. In doing this the College Group has developed capacity in training and development in subject specific areas, for example in green

jobs through the introduction of green skills curriculum in Green village spaces to support the development of skills across the construction industry and supporting services as well as making conscious choices to invest in capital opportunities which will develop our capacity for skills delivery in LSIP areas such as engineering, construction, digital and creative media. This has been supported by the development of the Sussex and Surrey Institute of Technology and effective delivery of the Towns Fund projects in Crawley.

To complement the core vocational, technical and academic offer across the College Group, there is a focus on the soft skills needed to survive and thrive within the workplace of today and in the future. Student and customer experience and progression is at the heart of thinking to support an evolving

curriculum to meet the needs of our key stakeholders and their skills gaps; there is a clear focus on non-technical skills which better prepare our students and apprentices for careers and educational progression. The investment in our personal development programme (PDP) focuses on behaviours and attitudes, for example, student engagement projects within the local communities and overseas which are designed outside of traditional learning environments enabling students to focus on communication, confidence, resilience and a range of other practical skills key to success including sustainability awareness, carbon literacy and digital skills.

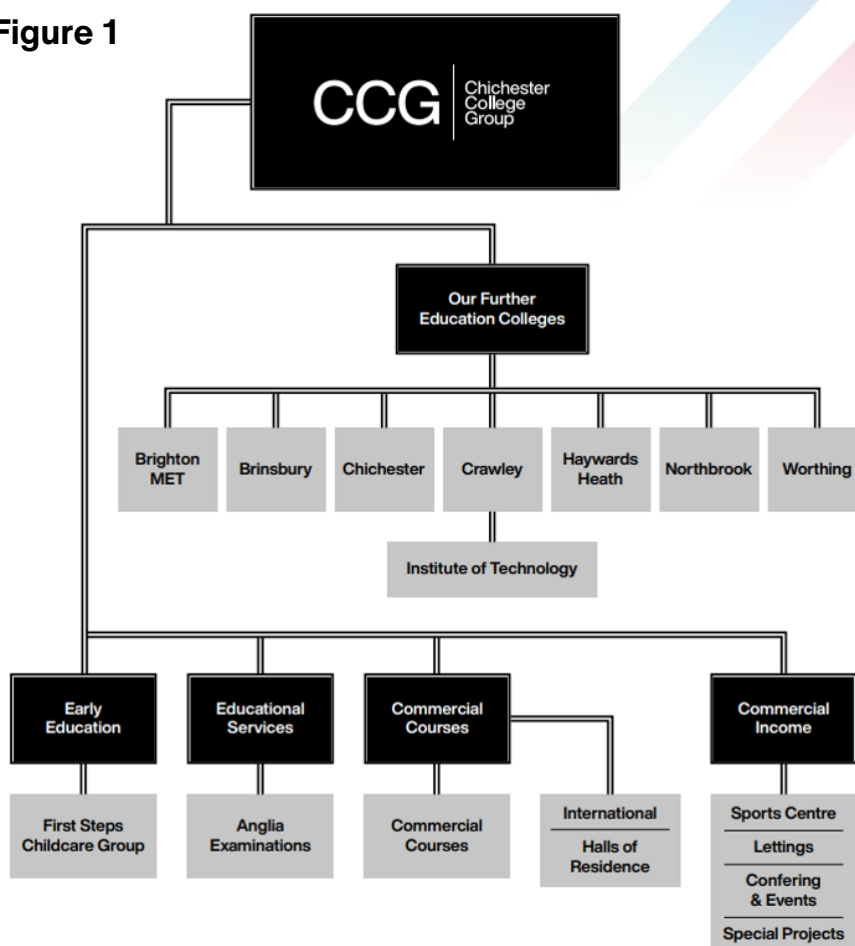
The Governing Body conduct regular reviews of the College's curriculum through identified development days and the Curriculum and Quality Committee. This enables the board to ensure the College Group is delivering to meet the skills needs and demands of the present as well as building capacity in readiness for future skills. On this basis in response to the local needs duty to review key sector areas the College Group has prioritised wider development of skills for progression, review of curriculum strategy and mapping to reflect Government policy, curriculum and assessment review, digital, health, creative industries, engineering and construction within this year's annual accountability agreement.



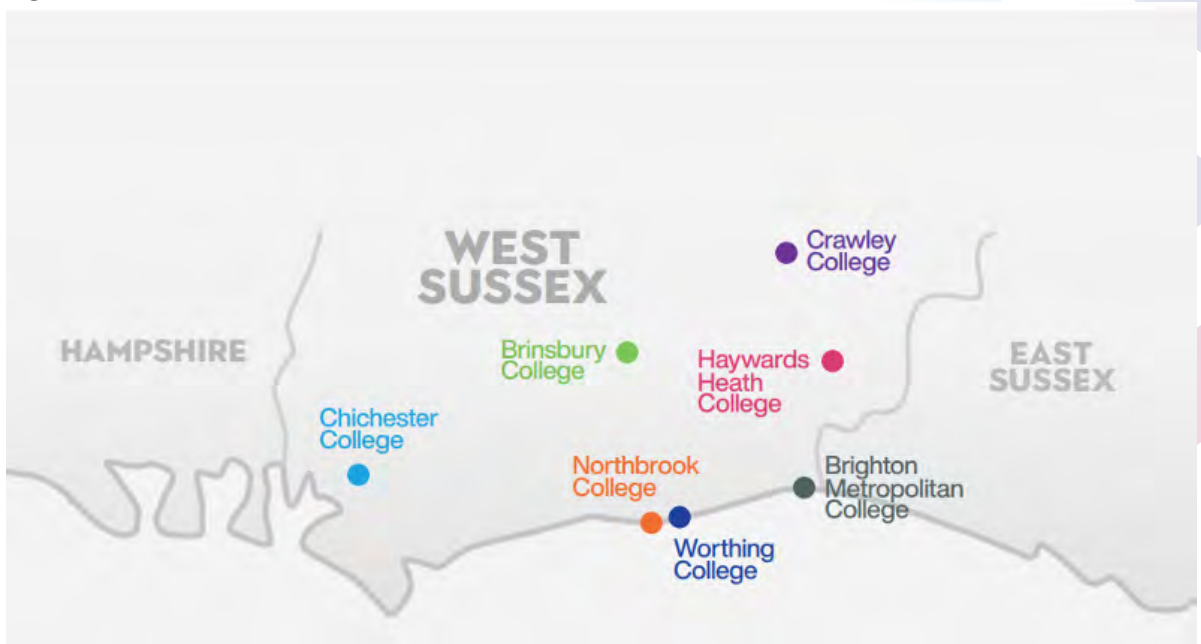
## CONTEXT AND PLACE

**CCG is a family of seven Further Education Colleges and commercial businesses (see Figure 1). The communities we serve are predominantly located across West Sussex, East Sussex, Brighton and Hove and the surrounding counties (Figure 2).**

**Figure 1**



**Figure 2**



CCG's seven FE colleges, Chichester, Brinsbury, Crawley, Worthing, Haywards Heath, Northbrook and Brighton Met deliver education to over 25,000 young people, adults and apprentices. In addition, CCG offers 14 – 16 provision delivered on behalf of the local authorities. Our students come from more than 112 schools across the local administrative boundaries and beyond with 60.8% from within Sussex and 30.2% outside of the area.

CCG has a turnover of approximately £125m with approximately 3,500 staff delivering, supporting and running the organisation across the campuses.

The Group offers a range of product lines including, bespoke provision for 14-16 students, SEND students, 14-16 alternative provision, pathways for elected home educated learners, 16-18 technical and vocational study programmes (including T Levels), A Level provision, adult offer, community learning, higher education, apprenticeships and commercial provision. Innovative curriculum delivery is demonstrated through the use of emerging VR/AR/AI technologies in curriculum delivery.

Our flexible and accessible approach supports the delivery of higher education and apprenticeship provision, programmes for prisoners on licence,

responsive ESOL provision, fulfilment of criteria for College of Sanctuary status, collaborative and commissioned provision with and for Department for Work and Pensions, evolution of T Levels programmes, development of industry placement opportunities, bespoke leadership training for Southern Water, successful procurement of Skills Boot Camps in a range of skills priority areas and successful delivery on apprenticeship programmes for Southeast Coast Ambulance Service.

The Group works closely in partnership with key stakeholders to ensure that each of its local Colleges meets the economic, skills and social needs of its communities whilst collectively meeting the regional needs and beyond. This was reflected and endorsed by Ofsted when they assessment the Group as making a strong contribution to meeting the local skills need in February 2025.

Performance outcomes are strong, placing CCG in the top 10% of large College Groups in England with outcomes and provision for adults and apprentices graded outstanding by Ofsted in February 2025.

In 2023-2024 CCG was the largest provider of 16-19 education in the market with 41% of the market, growing from 39% in 2020/2021. Sixth form colleges have 29%, sixth form schools have 24%



and the remainder go to other General Further Education (GFE) colleges. Projections indicate that the potential recruitment market will continue to increase until 2028/2029 after which there is a declining trend.

The data summary for 16-19 provision at CCG is shared below for context.

- > CCG is the largest provider in this category with 9,380 learners recruited in the region.
- > Other significant providers include Brighton Hove & Sussex Sixth Form College (2,870 learners) and The College of Richard Collyer in Horsham (2,150 learners).
- > Top recruiting (by starts) subject areas include:
  - > A Levels (1260/8690)
    - 15% market share
  - > Construction (970/1050)
    - 93% market share
  - > Art & Design (890/1440)
    - 61% market share
- > Most learners study at Level 3+ (4,880/17,380 - 28%), with substantial numbers at Level 2 (2,110, 2,920 - 72%) and Level 1 (1,360/1520 - 89%).

CCG is the largest provider of Adult Education in the region with 3,570 starts. Market share has shown a decline from 32% in 2020/2021 to 24% in 2023/2024.

- > CCG is the leading provider of adult learning in the region, with 3,570 learners.
- > Key providers include West Sussex County Council (2,380 learners) and Brighton & Hove City Council (720 learners).
- > Top subject areas for adult learners include:
  - > ESOL (910/1620 - 56%)
  - > Construction (190/700 - 27%)
  - > Health, Nursing & Social Care (580/4270 - 14%)
  - > Business, Admin & Law (390/2050 - 19%)
- > Most adult learners are at Level 2 (1,770/8,720 20%), with a good

portion at Entry Level (670/1930 - 34%) and Level 3+ (610/1,850 - 33%).

Although the Group's market share of apprenticeships has declined in recent years, CCG remains the largest provider of apprenticeships in the region, with over 1,580 learners. Other major providers are Lifetime Training Group (560 learners) and the University of Brighton (370 learners). The Group's key apprenticeship subject areas are:

- > Construction (540/1380 - 39%)
- > Health (220/1360 - 16%)
- > Engineering & Manufacturing (280/970 - 29%)

The majority of apprentices are at Level 3 (930/5430 - 17%), followed by Level 2 (380/1750 - 22%) and Level 4 and above (270/4940 - 6%).

Our catchment incorporates larger urban settlements, areas with high concentrations of employers, skilled jobs and resilient economies alongside areas of social and economic disadvantage with low social mobility.

For the coastal towns, there is generally lower education and skills attainment with lower levels of working age population and a high proportion of roles available in the hospitality and tourism sector. In developing provision at CCG, an analysis of the socio-economic challenges across the catchment area has been completed. This has highlighted levels of qualifications, attainment for adults, average income, social mobility and deprivation.

The local and regional area we serve has both a growing and ageing population with a broad range of levels of wealth/deprivation and disadvantage factors.

Within our population, there is growth at a regional level in Sussex, however, at a local level there is an ageing population with a smaller younger population than other areas of England.

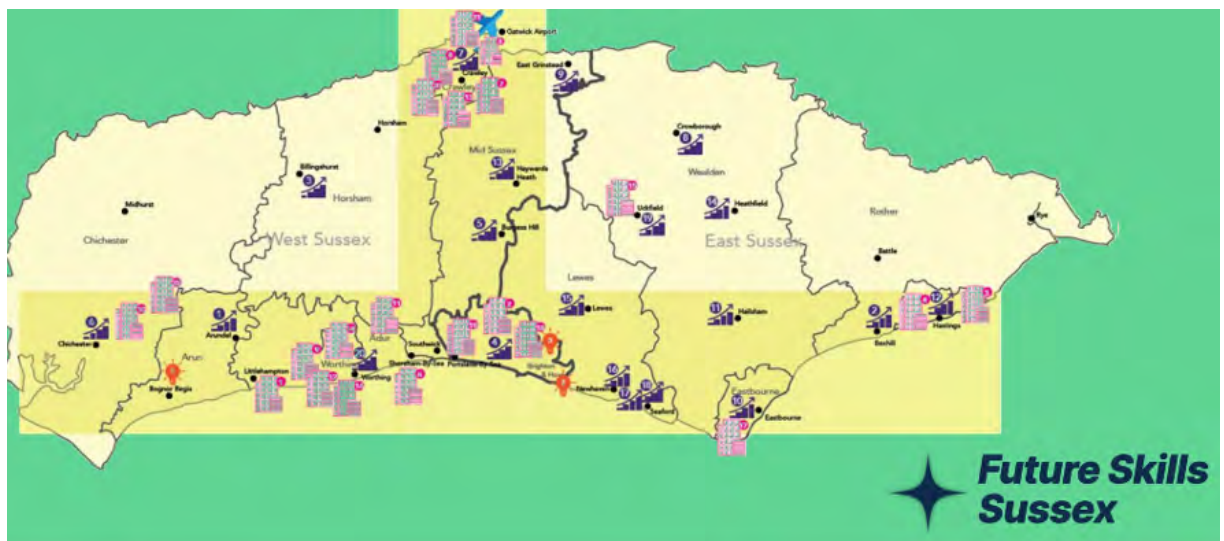
- > At 43%, Sussex is five percentage points above England (38%) for the 50+ age group in our population
- > 30% of the population in Sussex is aged 25 to 49

- > There are 1,035,741 in the working population of Sussex (based on LSIP data for 2023) with over 75,000 registered businesses in Sussex producing over £40 billion GVA
- > Population estimates have been reviewed and an analysis of the 0 to 18 age group has informed potential student numbers for the 16-18 age group and those in receipt of SEND

CCG sits within the Future Skills Sussex Local Skills Improvement Plan (LSIP) designated area overseen by Sussex

Chamber of Commerce as the Employer Responsive Body. This area covers East and West Sussex and Brighton and Hove. The area is defined by Future Skills Sussex as 'being centred around an inverted T which is a compact, functional economic area' (Figure 3). The T shape accommodates an extensive number of industries and major company headquarters as well as extensive rural areas.

**Figure 3**



**Key sector areas identified by the LSIP and which reflect legacy LEP, county council and employer responsive bodies (ERBs) priorities include:**

- > Construction
- > Digital, IT and Technology
- > Health and Care (including Bio Life Sciences and Pharmaceutical)
- > Land-based (including horticulture and viticulture)
- > Engineering and Manufacturing
- > Visitor and Hospitality
- > Creative and Cultural

These sectors are reflected in CCG planning and strategy as well as business plans for key product lines across the Group which outline how we will meet skills needs.



# INNOVATION AND INVESTMENT TO MEET SKILLS NEEDS

## a Crawley example

The Towns Fund programme in Crawley is reskilling and upskilling the local economy. The programme recognises the importance of diversification and re-skilling and addressing a significant structural impediment in Crawley's local economy which is a lower than average proportion of the workforce with skills qualifications at Level 3 and 4 and above and the inability for local employers from the above sectors to recruit into roles because of skills gaps and shortages in the workforce.

The Town Investment Plan (TIP) Vision for Crawley states that Crawley will have a "transformed green economy" by 2050 and that Crawley will have a 'burgeoning green technology and construction jobs base'. In order to achieve this, there is a vital need for investment in green construction skills training infrastructure, which will enable a much greater range and higher volume of green construction skills training interventions to be designed and implemented by Crawley College and other providers. Crawley College has been an anchor organisation in the community delivering through co-design and collaboration with local stakeholders. New and enhanced Level 2 and 3 training pathways for Crawley residents are being delivered to enable them to access jobs required within the professional services and ICT/digital sectors – and in construction in the new construction hub. There has been the development of a new 'business school' type brand and product offer to attract learners and employers to re-skill and upskill. The business school will support the development of innovative professional training pathways at level 2 and 3 in the following subject areas:

- > Leadership and management
- > Human resources
- > Law and Procurement
- > Construction Management
- > Marketing
- > Financial Services

The vision for Crawley in the TIP by 2050 involves the establishment of a successful, well established and thriving university level and HE presence in Crawley. There is currently limited training provision locally at level 4 and above both in Crawley and in the surrounding Gatwick Diamond sub-region. The absence of such provision is holding back the workforce and stifling higher value jobs growth – employers cannot recruit because those with the right skills levels are not available; the Sussex and Surrey IoT to deliver specialist HE teaching and learning and to enable wider accessibility to learning to engage under-represented groups and enable social mobility.

To date, the programme has resulted in 350 learners gaining certificates, graduating or completing courses in improved training facilities and attending new courses and has resulted in closer collaborations with over 30 employers.

The Sussex and Surrey Institute of Technology (SSIoT) is a partnership between Chichester College Group (Lead), NESCOL college and the universities of Chichester, Brighton & Sussex. It also has a number of employer partners including Gatwick Airport, Natwest & Roche Diagnostics. The SSIoT hub building will be handed over in September 2025.

Business and training opportunities from a number of businesses which include Gatwick Airport and Southern Water have been secured as a direct result of the SSIoT partnership. New programmes are currently being developed in Artificial Intelligence (AI), NetZero Construction (Low Carbon Heating) and Software Development to meet local skills needs. Our Skills Advisory Panels remain proactive in providing industry skills insight.





# INVESTMENT IN BUILDINGS AND FACILITIES

**The Group is continuing to invest in its buildings and facilities to enable us to meet the skills needs of now and the future with a number of major projects completing in preparation for the 2025 - 2026 academic year. In the period since the merger with GB Met, the CCG Major Projects programme is delivering over £65m of investment. An overview of the major projects is below.**



At Chichester, a new STEM/HE building will provide industry standard facilities for motor vehicle, engineering and science provision, as well as specialist space for HE students.

In addition, the refurbished Music Block will support new T-Level provision at Chichester College.



At Crawley, the new Institute of Technology building will provide leading-edge facilities for students studying higher level engineering and technology based qualifications, with the curriculum developed in partnership with local universities and employers.

The Crawley Towns Fund is also supporting investment in construction provision.



At Brinsbury, a new Cattle Shed is supporting the development of T-Levels in Agriculture and Animal Management.



In Brighton, the second phase of redevelopment of the Pelham Campus has delivered significant improvement to the environment and study conditions for students.

## **T-Levels**

In addition to the major projects at Chichester and Brinsbury, the Group has received funding to invest in specialist equipment to support the development and implementation of new T-Level provision across the Group.

## **Other DfE Supported Capital Investment**

The Group has received and invested DfE grant funding to improve the condition of its estate and to support a range of sustainability-based initiatives. The sustainability projects include the installation of solar PV to generate electricity, charging points for electric

vehicles, and moving to the use of electricity based VRF solutions for heating and cooling.

The Group has an annual Investment Panel process whereby applications are developed and submitted into a Panel. This allows a prioritised process for renewing and refreshing department equipment and investing in new technology. In addition, the College Group is investing £1m each year on new and replacement IT desktop and infrastructure equipment, to support its curriculum and general operations, as well as IT security and resilience.



# APPROACH TO DEVELOPING THE ACCOUNTABILITY STATEMENT

CCG informs strategy and priorities through a comprehensive self-assessment process, stakeholder and community engagement, government policy and engagement with local MPs, FE representative bodies and employer representative groups and networks. The Group also uses a range of data and intelligence as well as individual and collective intelligence and knowledge to inform planning. This is complemented on a local level by, for example, participation with post-16 providers across Brighton and Hove, collaboration with local Secondary Heads and FE Sussex.

Our high quality vocational, technical and academic skills infrastructure supports our community, developing talent and skills for the local and regional economy and beyond. Our approach is complemented and informed by engagement with a range of stakeholders, such as employers, county councils, district and local/borough councils, community groups and schools, as well as government policy and the LSIP.

Colleges leaders and members of College teams represent the College Group and the sector on a range of local, regional and national groups and boards which inform planning and priorities including:

- > Local Business Improvement Districts
- > Sussex Learning Network
- > The Chambers of Commerce across the Group's catchment area
- > Gatwick Diamond Business
- > Sussex and Surrey Institute of Technology

- > Crawley Towns Fund Board
- > Creative Crawley
- > LSIP working groups and Board representation
- > Department for Work and Pensions (DWP) and Job Centre Plus (JCP)
- > National Association of Managers of Student Support (NAMSS)
- > Healthwatch
- > FE Sussex
- > Greater Brighton Economic Board
- > Brighton & Hove City Management Board
- > Brighton Festival Board
- > Chichester Festival Theatre

CCG is a people organisation with distributed leadership supporting success through empowered leaders and teams. College leaders and members of the wider college community build on personal and professional relationships to gain input from partners working in specific sectors which contributes to co-construct provision, enhancing skills and learning opportunities for our students and customers. An example of this is in support of service industries across our region who are working hard to grow back but are stifled by recruitment challenges and a lack of skilled professionals. To raise aspiration, validate skills delivery and nurture talent for the industry a series of take over events have been facilitated in our Colleges by local and regional chefs and hospitality professionals. This has been undertaken in partnership with Goodwood, the Dorchester, Holiday Inn, Sofitel, the Ritz and Historic Sussex Hotels amongst others.

Committed to changing lives through learning, CCG is actively engaged in conversations with local, regional and national stakeholders to inform, support and develop our provision and opportunities for our students and customers. Comprehensive use of the customer relationship management system supports this alongside a range of activities including:

- > Business breakfasts
- > Engagement with (including Charing) local Chambers and BIDs
- > 'Get to Know' events with local business organisations
- > Skills Advisory Panels
- > Employer engagement and feedback through work experience, industry placements and apprenticeship employment
- > Engagement with the DWP and Job Centres

Across the CCG geography, there are a mix of 11-16 schools as well as schools with sixth forms and sixth form Colleges. Working in partnership with schools and other FE providers creates progress accords and complimentary development of curriculum alongside effective information, advice and guidance in the spirit of the Gatsby expectations. Strong school liaison supports advice and guidance and transition and progression activities with more than 60 schools, mainstream, SEND and AP across our catchment areas. CCG works closely with schools and the local authority in West Sussex to provide a 14-16 alternative provision. The Group also works in partnership with an increased numbers of schools to deliver vocational and technical skills days as part of a Key Stage 4 offer.



## CONTRIBUTION TO NATIONAL, REGIONAL AND LOCAL PRIORITIES

**CCG's Accountability Agreement for 2024/25 set out to deliver against a range of targets focused on identified priorities across provision types, skills need and specific curriculum areas. The impact of this has been:**

- > Planning and delivery of a range of courses to support effective skills pipeline into the construction industry including relevant soft skills and specific skills development in retrofitting and green technologies
- > Successful implementation of the Green Village training centre at Crawley College in line with Towns Fund project KPIs – this is due to conclude by March 2026 (carried over as priority for 2025-2026)
- > Successful implement and launch immersive delivery spaces across the College Group as part of LSIF project work to enable collaborative and immersive technologies to support engagement and participation of learners
- > Significant research and development to plan dentistry curriculum in partnership with NHS England – this priority is extending into 2025-2026 as the project planning continues
- > Draft master planning and curriculum development strategy is a work in



- progress for Brinsbury – this priority is extending into 2025-2026 as the planning continues in the context of the local plan for Horsham and skills priority needs within the land based curriculum including agriculture, horticulture and countryside stewardship
- > Successful implementation of capital projects to increase capacity for skills delivery in STEM at Chichester and Northbrook
  - > Initial review of curriculum strategy to inform a STEM strategy and curriculum offer across CCG (in line with qualification reform and IoT development) - this priority is extending into 2025-2026
  - > Successful delivery of enhanced leadership and management training and high level CPD within the LSIF project on Sussex Centre for Business Leadership

- > Delivery and implementation of programme of work-related learning and experience across visitor attractions within Brighton and Hove to create progression pathways into visitor sector employment
- > Successful planning and delivery of a radio station at Northbrook with programming and scheduling produced by students

In addition to the above, CCG was inspected by Ofsted in February 2025. The College Group was assessed as making a strong contribution to meeting skills needs.



## PRIORITIES FOR 2025-2026

### **Health and Care (including Bio Life Sciences and Pharmaceutical)**

To establish and launch Health academy for dentistry at Chichester College

### **Land-based (including horticulture and viticulture)**

To review and update masterplan and curriculum development strategy for Brinsbury College; the planning continues in the context of the local plan for Horsham and skills priority needs within the land-based curriculum including agriculture, horticulture and countryside stewardship

To establish and implement strategy for sustained growth of Horticulture at Brinsbury in partnership with local employer stakeholders

### **Engineering and Manufacturing**

Initial review of curriculum strategy to inform a STEM strategy and curriculum offer across CCG (in line with qualification reform and IoT development) - this priority is extending into 2025-2026

### **Creative and Cultural**

To launch and deliver creative media suites/hubs across CCG with particular focus on effective deployment and use of industry standard RWE within programmes level 1 to level 3



## Construction

To facilitate the development of a Groundworks curriculum to fulfil evolving need from stakeholders and local employers

To continue the implementation of green skills curriculum and technologies associated with retrofit

## Adult skills

To ensure a proactive and agile approach to respond to opportunities for skills development in line with Government strategy

Successful delivery of bootcamp contracts secured to fulfil expectations of awarding partners and successful outcomes/progression for participants



# LOCAL NEEDS DUTY

The Governing Body for the Chichester College Group regularly reviews how the Colleges within the Group are meeting local, regional and national skills needs through several mechanisms that enable both long term strategic planning and short-term operational oversight. Together, these mechanisms of review enable regular scrutiny of how the Colleges are serving their communities by filling skills gaps, avoiding duplication, and collaborating with partners and key stakeholders, such as the IoT consortium to align higher level curriculum. The College Group maintains strong connections with industry so that the offer remains agile, informed, responsive and future focused.

Whilst meeting economic needs, the College Group and the Corporation continue to place inclusivity as a priority, to ensure opportunities for raising aspiration, creating pathways to employability and successful futures are available across our College communities.

The Governing Body continues looking outward, responding flexibly to changing regional, national and global skills landscapes. This approach enables the Governing Body to ensure that the Chichester College Group leads on education and skills within the locality, boosting productivity, opportunity and growth.



# CORPORATION STATEMENT

**On behalf of Chichester College Group Corporation, it is hereby confirmed that the Accountability Statement, as set out above, reflects an agreed statement of purpose, aims and objectives for 2025/26, as approved on behalf of the Corporation at their Curriculum & Quality Committee on Thursday, 19 June 2025.**

# CHANGING LIVES THROUGH LEARNING