

## Outline Business Case – Boston, Mablethorpe and Skegness Towns Fund

<b>Project Name</b>	Building Better Futures – Training Education, Careers & Enterprise Campus for Skegness
<b>Project Location</b>	<p>Greenfield undeveloped site on the outskirts of Skegness off the main A52 arterial road that serves the town. The land is an open crop field of oil seed located off Wainfleet Road (the A52) on route to the centre of Skegness, approx. 1.5 miles out from Skegness Beach.</p> <p>(Please see Riba 2 plan with site drawings and plans attached)</p>
<b>Site ownership</b>	<p>The Sanderson family whose business evolved into what is now Croftmarsh and Ramco over the 20th Century and have lived and worked in Skegness for five generations are the landowners and developers behind this ‘gateway’ development which is largely agricultural land from the Croftmarsh farm which the developer purchased 30 years ago with the long-term view of developing the land which could help benefit Skegness. Now with support from government funding, Homes England and the Towns Fund the developer has produced in collaboration with East Lindsey District Council (EDLC) a masterplan scheme of mixed uses that the developer has called the ‘Skegness Urban Gateway Extension’.</p> <p>We shall acquire the land, freehold as part of the development.</p>
<b>Planning Application Ref</b>	Planning application will be submitted 14 <sup>th</sup> January 2022

<b>Total Project Value (£)</b>		<b>Town Funding Sought (£)</b>	£14m
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	£24.9m (inc VAT) rising to £30.8m (exc. VAT) with Phase 1 and business units.		
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<b>Lead Applicant</b>	TEC Partnership, working with East Lindsey District Council		
<b>Organisation Type</b>	Incorporated College of Further Education / District Authority		
<b>Applicant Address</b>	TEC Partnership - Nuns Corner, Laceby Road, Grimsby, DN34 5BQ ELDC - Tedder Hall Manby Park Louth LN11 8UP		
<b>Main Contact Person</b>	TECP - Gill Alton - Chief Executive		
<b>Contact Email</b>	TECP - <a href="mailto:altong@tecpartnership.ac.uk">altong@tecpartnership.ac.uk</a>	<b>Telephone</b>	TECP - 01472311222x1213

<b>Project Summary</b> (this will be used for publicity purposes and uploaded onto the GL LEP website)	<p><i>i) Economic Impact</i></p> <p>‘Building Better Futures’ will create a trailblazing education and training campus that plays a vital role in providing pathways to fulfilling careers and unlocking the region’s economic potential. Over 10 years we will deliver:</p> <ul style="list-style-type: none"> <li>• Innovative new courses linked to emergent industries and skills needed for the future of established industries.</li> <li>• 8220 enrolments</li> <li>• 1,000 FTE jobs (people progressing into employment)</li> </ul>		
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Skegness TEC has an excellent track record in equipping learners with the career-focused digital and technical skills needed to thrive in the workforce of today and the future. Expanding and enhancing this outstanding provision will enable a transformative effect on the economy of the area, the aspiration of young people and the ability of local business to thrive.

This investment will drive ambition and support entrepreneurial behaviour to forge a successful future for Skegness, Mablethorpe and the surrounding areas.

Ultimately, the project will result in a distinctive and essential contribution to education and skills delivery in an area that faces both challenge and opportunity. The scheme will contribute to the creation of high-quality, full-time, year-round jobs and help to tackle the long-standing challenges of low skills and low wages that are a feature of coastal towns in and around the East Lindsey District area.

Skills provision will be specifically designed to meet both the current and future needs of the local economy. It will build upon existing excellence and develop innovative skills areas including digital skills in virtual, augmented and mixed reality, renewables including offshore wind and solar, electric vehicle technology, sustainable tourism and 3D design and fabrication.

The project will also include access to higher education provision and the development of a HE curriculum which directly meets the needs of the local area and the key higher level skills shortages including Nursing Associates and Business Management. This enhances the career goals of individuals, ensures the public sector can meet the needs of its service users and businesses can be innovative and entrepreneurial.

A key element of this project is to work collaboratively and positively with local businesses, the public sector and fellow educational providers to develop relationships that will ensure future curriculum provision matches what employers want and need to meet their growth aspirations, and to place learners closer to real opportunities to advance their careers. Subject to funding from other sources, the longer-term vision includes creation of on-site enterprise incubation and business units.

The Building Better Futures proposal is at the core the wider 'Skegness Urban Gateway Extension' masterplan to drive skills development and boost the economy.

*ii) Delivery of Towns Fund Priorities*

'Building Better Futures' directly addresses the Town's Fund 'skills infrastructure' interventions. The project will increase the capacity and accessibility to high quality, contemporary skills facilities and resources. 850 enrolments per annum will be delivered (10-year average) on relevant and innovative courses to meet demand and enable businesses to thrive.

The development of a new further education facility has a strong fit with the aims of the Town Deal to create local training and employment opportunities. The proposed programme represents a catalyst for prosperity by offering integrated FE delivery and employability provision to deliver improved opportunities and prospects for the local population in Skegness and surrounding areas.

The Skegness Neighbourhood Plan (2019) states, "There is a notable lack of higher or further education provision in the town and in the wider East Lindsey District". The proposed project has robust strategic foundations and is closely aligned with local, economic and community development strategies and regional and national strategies for FE training and employability. Our 'path to prosperity' includes:

- Delivery of skills provision most relevant to the local area including construction, engineering, art and design, hair and beauty, hospitality, sports development, digital, green energy and sustainability
- Providing improved geographical coverage across Skegness and The East Lindsey District, recognising that those farthest from the job market are often reluctant or unable to travel due to personal circumstances. We believe no-one should be left behind. This development, therefore, represents an ambitious and balanced means to engage hard-to-reach people currently removed from the labour market.

Local businesses, enterprises and other stakeholders will be proactively engaged, enabling a collaborative approach in forging curriculum development that matches what employers want to meet their needs and growth aspirations. The result will be placing learners closer to emerging, real opportunities to kick-start and advance their careers.

Phases 2 and 3 of the longer-term programme (subject to funding from other sources) will see the development of on-site enterprise incubation and business units that will sit alongside education and skills delivery and boost enterprise and

	entrepreneurial activity. This complements the Town Deal's 'enterprise infrastructure' and will increase the amount of high-quality and affordable commercial floorspace.
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<b>Project Start Date</b> <i>date from which eligible expenditure will be incurred</i>	<b>Financial Completion Date</b> <i>date by which eligible costs will have been defrayed</i>	<b>Practical Completion Date</b> <i>date by which all Outputs/Results will be achieved</i>	<b>Activity Completion Date</b> <i>the date by which all the operation's activities described in the application will be completed</i>
March 2021	March 2024	Feb 2024	March 2034

<b>Funding Summary</b>					
	<b>Town Fund Funding (a)</b>	<b>Public Match Funding (b) – please state</b>	<b>Private Match Funding (c) Please state</b>	<b>Totals (d)</b>	<b>Contribution Rates (if applicable) (a)/(d) x 100</b>
<b>Capital</b>	<b>14,000,000</b>	<b>2,596,144</b>		<b>16,596,144</b>	<b>84.3%</b>
<b>Revenue</b>	<b>0,000,000</b>	<b>8,349,790</b>		<b>8,349,790</b>	<b>0%</b>
<b>Totals</b>	<b>14,000,000</b>	<b>10,895,800</b>		<b>24,945,934</b>	<b>56.1%</b>

<b>Delivery Partners</b>				
Will you work with other organisations to deliver this project?	<b>YES</b>	<b>X</b>	<b>NO</b>	
<p>If YES, please state which:</p> <p><b><u>Strategic Partners</u></b></p> <p>ELDC - will lead the overall Town Deal programme and co-ordinate the investment.</p> <p>TEC Partnership - will lead on the campus element and delivery of skills and employability.</p> <p>LEARNING PROVIDER GROUP INC LEP and OTHER PROVIDERS - will be invited in to use facilities in collaborative delivery (e.g., MA master classes, enterprise workshops, and guest lectures etc).</p> <p>POLICE TRAINING COLLEGE</p>				

Muti-agency approaches will include collaborative and shared operation of the sports facilities with Magna Vitae (MV) – the local charitable leisure trust. “MV would be extremely keen to further explore future possibilities.”

The Centre and enterprise facilities could also host University of Lincoln MA tasters and business mentoring and coaching services, as well as links to the Growth Hub Advisors through E-Factor and GLLEP. The site would be a catalyst for change, and a shared centre that connects services and builds the talent pool for the local economy. The Business units form part of the vision but are not included in this first phase.

## 1. Deliverability

### 1.1 What is the Project?

(Please summarise in 100 words or less. More specific details can be provided in other sections of the form)

The proposal is a purpose-built, contemporary college campus which will deliver the high-level skills the area needs to thrive and be successful. The new college will build upon and enhance established and successful provision in high demand areas such as healthcare and engineering with the introduction of new access to nursing programmes, specialist provision in dementia care, hybrid vehicle technology, solar and offshore wind. It will also introduce new areas such as 3D print and manufacturing, virtual/augmented reality and technologically innovative industries.

Tailored provision will meet the needs of the economy, expand the range of skills delivery and provide HE access, resulting in higher employment rates and improved synergies with businesses, and lead to 1,000 people entering employment.

### 1.2 How will the project be delivered, to and by whom?

Briefly explain:

- The specific activities that will be undertaken as part of the project
- Who are the target beneficiaries?
- Where the project’s activity will take place

### Summary

- Building Better Futures will be led by TEC Partnership working with East Lindsey District Council, and developed in collaboration with a range of stakeholders including employers, learners, staff, communities and construction partners;
- The project will see acquisition of the site and create sector-leading, purpose-built accommodation for the delivery of post-16 education and skills delivery;
- The new Skegness TEC facility will be built on a greenfield, undeveloped site on the outskirts of Skegness off the main A52 arterial road that serves the town;
- The revitalised curriculum offer will include delivery in a range of key areas relevant to employer demand, including Health, Public Services and Care, Science and Maths, ICT and Engineering and Manufacturing Technologies;
- Beneficiaries include young people, unemployed adults, adults who need to retrain, business with skills shortages, public services who need to meet the needs of service users and industries looking to relocate to Skegness and communities which experience disproportionately high levels of unemployment and deprivation. It will deliver 8,220 enrolments over the next 10 years.
- As an OFSTED Outstanding College, the TEC Partnership will extend and enhance its inspirational and innovative curriculum, extending vocational training opportunities and introduce HE programmes, directly responding to market needs and skills shortages. We will build on this by introducing innovative new programmes in healthcare, engineering digital technology, sustainability, tourism and manufacturing.
- Award winning employability provision which supports those furthest from the labour market to enter employment and be successful, including residents with disabilities, health concerns and criminal convictions.
- The project will be a catalyst for change, leading to enhanced employment opportunities, a wider curriculum offer focused on both current and future needs and supporting 1000 residents to enter employment over the next 10 years.

### **Specific project activities**

Contemporary in design and advanced in functionality, the collaborative development of an exemplary Skegness TEC education facility will support the delivery of the highest quality learning in a range of disciplines including construction, engineering, hair and beauty, hospitality, tourism, sports, public services, health and social care, business, digital, sustainability, advanced manufacturing, renewables electric vehicles and higher education.

The development plan is as follows:

1. Secure recommended site of approximately 14.2 acres;
2. Create purpose-built learning centre to accommodate the delivery of vocational, technical and employability training, and driving improvements in skill levels, labour performance and enterprise.
3. Build a state-of-the-art 4,805m new campus.
4. To develop and diversify the curriculum offer to better serve the local economy.

5. To engage, inspire and enable more people to gain the skills to enter the labour market, improve productivity, fill skills gaps and support inward investment.
6. To deliver programmes which equip 1000 residents to enter employment.

Although not costed in Phase 1 of the development it should be noted that Phase 2 of the Town Deal includes a vision to establish adjacent business incubation space (1,576m<sup>2</sup>) to promote enterprise start-ups. The wider vision through skills and knowledge transfer is to develop sustainable partnerships and strengthen the contribution we collectively make towards achieving social and economic aspirations for Skegness.

### **The Objectives for the Learner**

Outstanding learner success is our number one priority. This ambitious project will transform the training and educational landscape of Skegness, Mablethorpe and the surrounding areas, supporting major economic regeneration and bringing fresh aspiration and opportunity to future generations.

The multi-million-pound landmark development will be led by the Ofsted Outstanding TEC Partnership (formerly the Grimsby Institute Group) which is in the top 1% of adult education providers in terms of performance (latest ESFA data available, 2019) and is one of the country's largest providers of further and higher education. The TEC Partnership has been established in Skegness for over 15 years and has served the local residents and business communities well however this exciting and much needed project will enable education and training to be taken to a new level. Learner engagement, achievement rates and outcomes are exemplary however the existing teaching environments are mainly Category C with limitations in classrooms and workshops which restrict growth, and diversification and as leased sites, they limit investment.

The proposed curriculum is innovative, future focused and has been developed to meet the needs of residents and businesses, improving learners' opportunities for sustainable progression and generating the skilled workforce needed for economic growth in Skegness and the surrounding areas.

Our vision and aspirations are to make a once in a lifetime transformational investment to ensure that Skegness and its surrounding area is better served with the facilities, services and skills that will drive social mobility, and assist Skegness residents to "level up" and raise the levels of skills and employment for the Town.

### **TEC Partnership Vision, Mission and Strategic Objectives**

- The Partnership's vision is to be **inspiring, innovative and outstanding**.
- The Partnership's mission is to **enrich the lives of all by providing high-quality education and training**.

**The TEC Partnership strategic objectives are:**



- Outstanding learner success is our number one priority
- To develop a high performing organisational culture which embraces accountability and ownership
- To ensure the Partnership is financially strong and able to invest in enhancing the group infrastructure and student resources
- To ensure the offer meets the needs of the local and regional economy

The Skegness Campus Vision includes:

- A purpose built further and higher education college for Skegness and surrounding areas;
- A learning and skills offer to match the needs of the local area, now and in the future;
- A flexible campus that can adapt and respond to changing demands;
- Technical and professional qualifications with a strong focus on digital, enterprise and productivity;
- A focus on GLLEP priorities to reflect the needs of the employment market;
- The launch of a Higher Education offer in Skegness;
- Digital innovation and flexible access for learning for those subjects that cannot be resourced at the campus;
- Collaborative work with other educational partners where Skegness TEC is not the specialist (e.g. Uni of Lincoln for Masters provision), and to expand and enhance locally accessible vocational training to meet the needs of the local economy.

The vision translates into the following curriculum offer:

Course Title	VOLUMES					Total
	22/23	23/24	24/25	25/26	26/27	
<b>SSA 1 Health, Public Services and Care</b>						
Health and Social Care	35	40	45	50	55	225
Public Services	10	15	15	15	15	70
Child Development	0	10	15	15	15	55
Nursing	0	0	5	10	10	25
<b>SSA 2 Science and Maths</b>						
Science		5	10	10	10	35
Maths	80	80	80	80	80	400
<b>SSA 3 Agriculture, Horticulture and Animal Care</b>						
Horticulture	0	0	5	5	5	15
Environmental Conservation	0	5	10	10	10	35

<b>SSA 4 Engineering and Manufacturing Technologies</b>						
Engineering	30	40	45	50	50	215
Manufacturing Technology	0	20	20	20	20	80
Transport Operations and Maintenance	20	40	40	40	40	180
<b>SSA 5 Construction and the Build Environment</b>						
Building and Construction	40	50	50	60	60	260
<b>SSA Information and Communication Technology</b>						
IT for Practitioners	10	10	10	10	10	50
IT for Users	30	50	60	60	60	260
<b>SSA 7 Retail and Commercial Enterprise</b>						
Service Enterprises	25	25	25	25	25	125
Hospitality and Catering	15	15	15	15	15	75
<b>SSA 8 Leisure and Tourism</b>						
Sport	10	20	20	20	20	90
Travel and Tourism	10	15	15	15	15	70
<b>SSA 9 Arts, Media and Publishing</b>						
Performing Arts	10	10	10	10	10	50
Media and Communications	10	20	20	20	20	90
<b>SSA 11 Social Sciences</b>	8	8	8	8	8	40
<b>SSA 13 Education and Training</b>						
Teaching and Lecturing	0	10	15	15	15	55
Learning Support	0	15	15	15	15	60
<b>SSA 14 Preparation for Life and Work</b>						
Foundations	5	10	10	10	10	40
Preparation for work	100	100	100	100	100	500
<b>SSA 15 Business, Admin, Accounting and Law</b>						
Accounting	10	20	20	20	20	90
Business	20	40	40	40	40	180
Marketing	0	20	40	40	40	140

<b>Higher Education</b>	5	10	15	20	20	70
<b>Full Cost</b>	30	60	60	60	60	270
<b>Total Number of Enrolments</b>	<b>513</b>	<b>763</b>	<b>838</b>	<b>868</b>	<b>873</b>	<b>3855</b>

## Beneficiaries

Bespoke facilities will provide a vibrant environment to inspire young people and adults to thrive and build better futures. The purpose built, contemporary campus will ensure that learners will take advantage of FE and HE provision locally, with state-of-the-art resources enabling them to gain the skills and higher-level qualifications needed for the workplace. The project will provide exceptional teaching and learning, drawing in learners from Skegness and the surrounding areas.

The East Lindsey coastal strip experiences disproportionately high levels of unemployment and deprivation compared with other parts of Greater Lincolnshire. This project will further facilitate specialist support for marginalised residents who are not in education, employment or training (NEET). This will be achieved by establishing dedicated facilities for our dedicated, award-winning National Employer Training ('NET' – part of the TEC Partnership) who specialise in the delivery of targeted support for both unemployed and those currently in employment who require additional support in upskilling and career progression. Our established, highly successful delivery model is bespoke to the employer and their sector, ensuring all participants are fully prepared to achieve and progress on their journey.

To provide a maximum positive impact for the residents and the local economy, Building Better Futures will establish closer collaboration with the local businesses to address their skills needs and provide a sustainable pipeline of talent to the local area. This includes helping to ensure enough young people have clear understanding and guidance regarding the careers available in the region's labour market. The preference of employers for college-educated workers shows no signs of reversing. Providing an essential supply of skilled labour, therefore, will be vital for the regeneration of the area.

With greater learner participation and tailored programmes responsive to the area's skills needs, this project will benefit the local community by providing residents with the motivation necessary to live a stable and successful life. In areas of high economic and social deprivation such as Skegness, academic under-achievement and high drop-out rates typically lead to numerous challenges that place a strain on community resources. With the availability of the bespoke centre for employability, digital skills and further and higher education pathways, learners will be empowered to realise their potential and enter sustainable employment supporting the local economy and Covid-19 recovery.

## Examples of impact – learner and employer testimonials

### Skegness Testimonials.

#### 1) Employers

##### **Lindsay Linder - Hunts Coaches**

*"Hunts Coaches value our relationships with local education sites. We often support learner engagement and employability events. Most recently giving a presentation on how our local family business operates. It's always good to work with Skegness TEC and provide support to learners to help with their ongoing education and future employment. We believe Education is the engine of our economy and it's an essential preparation for the workplace"*.

##### **Simon Withnall - Fantasy Island**

*"Skegness TEC college offers local young people further education courses which then results in having well educated and trained people applying for local vacancies which therefore retains a future workforce for local organisations which is a positive value for the local community. All students who have previously undertaken work experience placement with Fantasy Island Electrical Team were very committed to attending the placement and were punctual and showed a willingness to learn. Those who undertook placements in the past showed clear respect for peers, there wasn't any inappropriate language and their attitudes to the tasks and what was expected of them was very good".*

##### **Citizens Advice - Jenny Barnett**

*"We have had one placement since registering as a provider with Skegness TEC and the student was very polite, punctual, committed to learning from her mentor and showed great potential as an admin assistant - we would have offered her a role if there was a vacancy."*

##### **Halifax - Emily Boulton**

*"We offered a business student a two-week placement in 2020 which took place prior to the Covid pandemic. The placement was coordinated by Skegness TEC Skills & Employability Trainer who considered that this student was extremely shy so accompanied the student to the interview for placement which is a requirement of the Halifax banking industry. When the student attended her placement she was familiar with the building and the staff having met them as part of the interview and swiftly settled into observing for the initial day then gradually began taking on tasks with quiet efficiency and my team saw her confidence grow and develop over the placement. We would happily offer future placements now we are registered as a provider for Skegness TEC."*

## **2) Learners**

### **Emma Taylor**

*"I started at Skegness Tec in September 2013 when it was then known as Lincolnshire Regional College. I started on a level 3 Health and Social care course as this was something that really interested me. I was always unsure what it exactly was that I wanted to do but always knew that this was the subject for me. During my time at Skegness Tec I was surrounded by inspirational teachers which pushed me to be more than I thought I could. I decided to continue my studies with University Centre Grimsby and went on to complete a Foundation degree in Social Care, a BSC Degree in Health and Social care and finally a PGCE in Health and Social care. I know first-hand how important it is to have someone help to guide you in life and career aspirations and so I am now a successful teacher for Skegness TEC, hoping to inspire the younger generation of learners that anything is possible".*

### **Molly Shaw**

*Molly works on the luxury cruise ship Liberty working with the Spa Company Steiner. Molly has travelled to and visited countries including Barbados, Jamaica and Honduras and Mexico.*

*"It has been an amazing experience and I have so many amazing memories of the places I have been, the people I have met and friends I have gained. I studied for my qualifications at Skegness T EC and worked hard with the support of my tutors who believed I could achieve a great career. I love coming back to share my experiences with learners on the beauty course."*

### **Chantel Messenger**

*"The experiences I had throughout my college years from starting off at L2 Health and Social Care and progressing to L3 helped me to get into university and pursue my dream career. All of the staff within the college were amazing and gave me all of the support and guidance I needed.*

*Thank you to Skegness TEC College who have helped me to secure a place at university studying Midwifery. Nothing was ever too much trouble and they never gave up on me even when I was at my lowest and about to give up on the idea of university. I will forever be grateful for all of the help & support I was given throughout the years I was at Skegness TEC College".*

### **Additional Examples:**

*Luke Broughton left us to work with Giff Gaff which is located in Skegness. He has started an apprenticeship moving upwards on his motor vehicle course. I have spoken to him and he is well settled. The company has*

*work all over Europe and soon as travel is allowed they will be back fabricating all over Europe. The company designed and installs car upgrades from performance to body styling.*

*Jamie McCartney has started working at Bush tyres, he is thoroughly enjoying his time there. He now assisted in all aspect with his employer. He said that the training he received at college put him in good stead. Jamie is in the middle of applying for an apprenticeship with Kwik fit. He has been there for a year now and has settled into work life very well.*

*Nathan Goyan left for an apprenticeship with Ford. He is working in Boston when not completing training with the team at Dagenham. He let me know that he is settled in and is thriving on the course. He thanked the college for the head start.*

*Kylie Young left a few years ago after completing his level 2. He is working at Bush tyres but a separate branch to Skegness. He has completed his MOT inspector course and is doing very well. He has taken up Motor Sport where he dirt tracks across the country.*

The above testimonials illustrate that our provision places the learner at the heart of all that we do, and that our passion, vision and values ensure we wrap the right level of support around the learner to equip them to achieve and make positive progressions.

#### **TEC Partnership Headlines:**

- Our outcomes for learners are Outstanding and rank us in the top 1% of providers nationally.
- QAA Commended (2018) for our HE
- Awarding Powers for Foundation Degrees and Bachelors Degrees (2020/21).
- Matrix accredited for Information, advice and guidance to learners
- Over 22,000 learners p.a. making us one of the largest and most diverse providers, with a proven track record of delivering outstanding outcomes to students from coastal, as well as rural communities.
- Our student satisfaction rates are above 95%
- Our Employer satisfaction rates are above 90%
- 87% of know destinations are positive outcomes (work or further study).
- We are a beacon Award winning provider, with awards for Digital Learning, Staff Development, widening participation and innovative curriculum
- We are part of the National Centre of Maths Excellence
- We are a leading national Educational Demonstrator College for Digital Learning to support other Schools and colleges to develop digital innovation.

From our most recent Ofsted Report:

*“Exceptional, proactive and ambitious Leadership and Management has driven continued growth with a 3-year upward trend in achievement resulting in excellent outcomes for learners. The wider TEC Partnership senior team have an absolute drive to deliver outstanding outcomes for learners and encourage innovation and experimentation in order to support learners achieve their maximum potential. There is a determined refusal by the senior team to accept mediocrity.”*

*“Senior leaders and governors have created a culture of very high and ambitious expectations of both staff and learners that has led to significantly improved and very high performance”*

*“They have high expectations for all staff to work collaboratively and contribute significantly to the culture of continuous improvement” (Ofsted 2017)*

**Where the project activity will take place**



Skegness Train Station



Wainfleet Road (A52)



War Memorial Playing Fields



Skegness Retail Park ( B&Q, Pizzahut)



Croft Bank Holiday Park



Eco Centre Skegness

This project will create an exceptional, state-of-the-art Skegness TEC facility on a greenfield, undeveloped site on the outskirts of Skegness off the main A52 arterial road that serves the town, just on the edge of the urban conurbation. The proposed site is approximately 14.2 acres of farmland that forms part of a much larger area of what is the Croftmarsh farm, owned by the Sanderson family for 30 years. This project will replace the leased buildings that the TEC Partnership currently operates from within Skegness and will provide truly transformational facilities in the provision of the highest quality further and higher education.

The TEC site is in a prime location on the edge of the wider ‘Skegness Urban Gateway Extension’ masterplan, being adjacent to an existing Skegness Retail Park and nearby residential areas. There is potential for a new footpath and cycle way along the A52 that connects the site all the way to the town of Skegness. The wider masterplan will also include improved road works and infrastructure with the proposal of a new roundabout on the A52 to the northwest corner of the Skegness TEC site.

This overall masterplan for the TEC Partnership is knitted together by the use of the proposed new A52 road and roundabout improvements by the developer and ELDC, and our road and footpath network including hard and soft landscaping serving the various building types on the site.



In summary, key design drivers include:

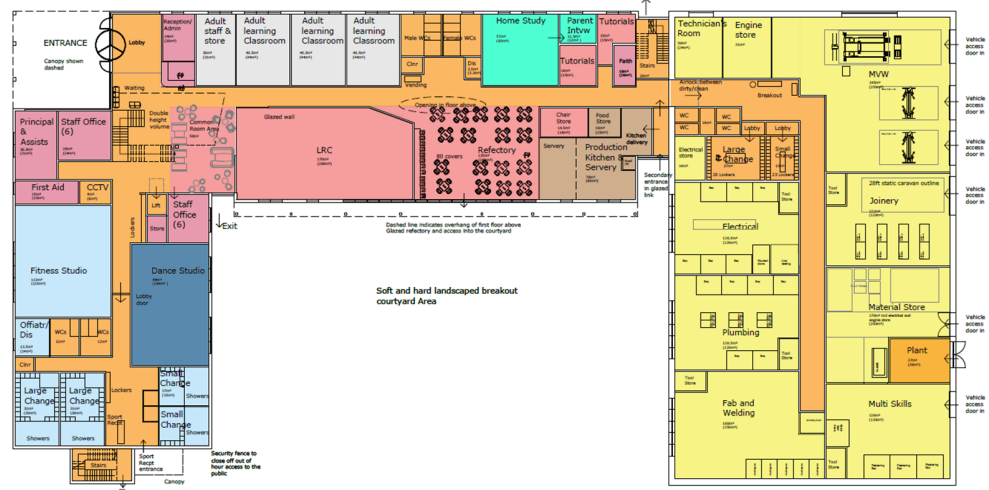
1. A visible education building and overall development that attracts new students to Skegness TEC.
2. A sustainable development that utilises green technology and biodiverse features that reduce Whole Life Cycle Costs (WLCC);
3. A flexible and adaptable building that will meet the ever-changing needs of the curriculum and advances in technology;
4. The ability for the TEC Partnership to expand over time to meet the demographic upturn.

The design reflected within the RIBA Stage 2 Report is the product of a thorough process of consultation with key members of the TEC Partnership stakeholder team and project sponsor, and takes account of consultation with external agencies and other interested parties. Further extensive consultation with the end-user stakeholder teams will be carried out during the next stages of the design process (i.e. at the commencement of RIBA Stage 3).



Plan drawings:

GROUND FLOOR



FIRST FLOOR



Subject to funding being secured from other sources, Phases 2 and 3 of the programme will see the development of business/enterprise units that will that provide further connection with the education and training facility, whereby the skills learnt at Skegness TEC can be transferred into new local enterprises within these enterprise incubator units, thereby by stimulating entrepreneurial activity, employability, and a clear line of sight to higher opportunities.

## 2. Project Need

### 2.1 Why is the project needed?

#### Summary

The proposed state-of-the-art, purpose-built post-16 education and skills facilities are needed because:

- The town of Skegness and the East Lindsey coastal strip suffers from endemic deprivation, low aspirations, poor qualification levels and low skills;
- Skegness is expected to be one of the hardest hit towns in terms of the impacts of the pandemic;
- There is a need for investment and an ambitious new vision for the infrastructure that provides prospects of good employment and prosperity;
- The existing rented/leased Skegness TEC accommodation is not in a preferred location and can only offer a limited curriculum that does not fully meet the current and future needs of the area and its businesses.

#### Background

In Skegness, there are a number of key issues curtailing economic and social growth. The area is predominantly reliant upon seasonal patterns of work in sectors such as tourism and leisure, reducing opportunities for jobs, particularly for young people who aspire to higher-level employment and progression:

- Skegness has a high number of residents with no qualifications, 40.8% compared with the national average of 22.5%. Furthermore, only 10.7% of residents were qualified to Level 4 or above, compared to 19% in East Lindsey (East Lindsey Economic Baseline, 2016), and the national average of 27%. **There has been a little investment in skills and training to encourage inward investment and growth in traditional sectors relevant to the local economy and those emergent sectors seeing growth, namely, advanced engineering, renewables and digital.**
- Skegness and Mablethorpe are among the most deprived areas of the country being in the top 10% of England's most deprived towns (The Indices of Deprivation, 2019). Skegness is 4th on the list of towns in terms of absolute deprivation and over half of employees (55%) were employed in sectors which effectively shut down during the pandemic (The effect of the COVID-19 pandemic on our towns and cities: Centre for Towns and University of Southampton, 2020). **There is a need to facilitate social mobility and engagement with those who struggle to retain and acquire new skillsets relevant to emerging sectors of the economy including engineering, digital technology, and renewable energy.**

- Since the outbreak of COVID-19, the unemployment claimant count in Lincolnshire coastal strip has increased significantly. The average proportion of the coastal strip resident population aged 16-24 claiming Job Seekers Allowance during 2019 was 6.1% (Source: NOMIS). In February 2021, the claimant numbers peaked at 8%, from which 13.9% constituted residents aged 16-24. **With a high proportion of labour force in seasonal employment, the COVID-19 pandemic has further exposed the need for a fresh approach to investing in the infrastructure that provides prospects of good employment and prosperity.**
- ELDC further recognises that challenges of service delivery are especially acute in peripheral seaside towns There is a growing need for diversification of local and regional policies to more participatory and inclusive 'bottom-up' approaches with the greater focus on endogenous assets and infrastructure (East Lindsey Coastal Zone Skills Audit). **With enhanced importance on integrating employment and skills for sustainable employment, there is a greater emphasis on building relationships with employers; partnership working involving the public sector; ensuring increased flexibility in supporting individuals to overcome endemic barriers in the area.**

#### **Our existing provision in Skegness**

We established provision in Skegness over 15 years ago operating as Lincolnshire Regional College, three year ago we rebranded as Skegness TEC. We operate from leased premises, with two sites in the same industrial setting.

TEC Partnership are:

- 1) OFSTED Outstanding (2017)
- 2) QAA Commended for HE
- 3) Award winning for digital learning, widening participation, employer engagement and innovative curriculum
- 4) Matrix accredited for Information, advice and guidance
- 5) Deliver success rates that rank us in the top 1% of colleges in the country (latest ESFA data, 2019).

As the only Outstanding educational provider in the area, we support all residents, regardless of background, prior learning or personal circumstances. Our learners often suffer from endemic economic, educational, crime-related and ill-health related deprivation. Many learners are from families experiencing generations of worklessness and, in terms of their social and employability skills, are very far from the labour market at the

start of their course. We are successful in transforming their skills and futures as our learner testimonies indicate.

Through our current Campus, we only deliver key provision in the following curriculum areas:

- Salon Professionals
- Business
- ICT
- Automotive
- Engineering
- Construction
- Hospitality
- Tourism
- Foundations provision
- Health and Social Care
- Literacy and Numeracy

With the limited resources and constraints related to our current leased premises, we will struggle to enhance our provision to include the next generation of disciplines that is needed for the area to thrive and meet the demands and challenges of the 4<sup>th</sup> Industrial revolution, including digitisation of work, net zero carbon transformation, renewables, and sustainability. Nor can we enhance existing provision to fully reflect the technological changes these established local industries will undergo over the next 20 years. This compromises our ability to retain the area's talent and realise the region's potential.

Further lack of FE and HE facilities will only continue to hinder local resident opportunities for progression into sustainable employment, especially for the most marginalised learners and those not in education, employment, or training (NEET).

Notwithstanding the challenges faced by residents and the local economy, there is scope for regeneration and growth, both in learner numbers and businesses start-ups to further justify a need for significant investment in skills and employability.

Our Success rates are consistently above national benchmarks and are on a rising trend from excellent to exceptional over the last 4 years.

Despite the challenges presented by COVID-19 in 19/20 and 20/21 we have sustained student numbers we have also actively supported those displaced by COVID-19 related unemployment in retraining and upskilling.

We are extremely well positioned to support local residents back into work as part of the local recovery plans and we are award winning specialists in employability provision.

19/20 consistently delivered high success rates, and with the impact of COVID-19 on the visitor economy, we sustained student numbers. However, as part of the recovery from COVID-19, which has seen a doubling of claimant unemployment, we now serve a community with modest rises in demography, but significant rises in unemployment.

### **Our aspirations**

Successful regeneration of Skegness and surrounding areas subsequently depends upon the mobilisation of, and collaboration between, both public and private partners. We will build upon already strong relationships with other local education providers, businesses and community members to spearhead the development of a talent pipeline that responds to local area needs.

Our ambition is to provide a state-of-the-art post-16 education and skills facilities, in line with the ELDC Local Plan Core Strategy, that seeks to encourage the development of a strong and diverse economy built on the strength of traditional industries including health care and the visitor economy but also supporting new economic opportunities in engineering, manufacturing and renewable energy. This will provide necessary stimuli for learners to undertake training and education with the outlook for sustainable employment in the areas of growth such as engineering, digital and renewable energy.

Our project will bring new approaches and technologies that will play a role in combating the isolation of communities stimulating growth and regeneration, and the potential for connectivity improvements arising from this innovation:

- **We are a member of Yorkshire and Humber Institute of Technology, TEC Partnership already delivers high quality, higher technical level qualifications with a focus on STEM subjects.** These include courses in subjects such as Engineering and Engineering Technologies, Manufacturing, Computing and Digital Technologies, and many more including higher technical qualifications such as HNCs, HNDs, Apprenticeships and Foundation Degrees. The IoT investment has been centred in Grimsby but included on-line resources and we intend to create new HE pathways in Skegness, which will deliver Higher Education access courses and new curriculum to the future.
- **We are a Microsoft Showcase College and an Ed Tech Demonstrator college; the use of digital technology is a golden thread throughout the organisation.** Building Better Futures will build on our expertise in delivering an innovative curriculum in the field of digital technology promoting social mobility and access to digital technology in preparation for the 4th Industrial Revolution. With the

state-of-the-art facilities, Skegness TEC will further diversify opportunities available to residents and the local economy, encouraging innovation and creativity for the future.

- **Our NET team specialises in the delivery of high-impact interventions for both employed and those individuals furthest away from the labour market.** It is our priority to ensure all residents residing in Skegness and surrounding areas have equitable access to outstanding support notwithstanding their background or a starting point. With a track record of delivering AEB and target employability interventions, we envisage Skegness TEC to be part of a wide-reaching programme helping individuals to progress and enter sustainable employment supporting a social and economic revival of the local area.

Together with multi-agency partnerships, including a number of colleges, universities (e.g., University of Lincoln) and employers across Greater Lincolnshire, we will provide localised FE and HE provision ensuring the most disadvantaged residents affected by the rural isolation have access to training helping to build their resilience and embrace new opportunities arising both in traditional sectors of Skegness economy and those which significant growth in the years to come.

We will bring invaluable experience to the area, mobilising action not only between learners but also among all members of the Skegness and coastal strip communities.

## **2.2 What research or evidence has been undertaken to demonstrate the need, demand or impact of this project? Please attach or provide links to completed studies and impact assessments where available.**

### **Summary:**

The overwhelming evidence to support this development includes:

- Nationally, there is a need to supercharge further and technical education so that people are trained for the skills gaps that exist now and, in the future, in sectors the economy needs, including construction, digital, clean energy and manufacturing (Skills for Jobs White Paper);
- Regionally, there is a need to invest in modernising and advancing Further and Higher Education facilities and equipment, making them more relevant to the present working environment and more appealing to young people so they remain in the area rather than seek better facilities elsewhere (GLLEP);
- Locally, the claimant allowance of the coastal strip is nearly double that of the rest of East Lindsey (NOMIS) and the Skegness Neighbourhood Plan (2019) highlights the need for enhanced skills development in Skegness, in response to lack opportunities for development and growth in the local area;

- Only FE and HE providers have the flexibility to deliver the skills provision most relevant to local areas (Towns Fund Prospectus).

## **Background**

Struggling towns do not always have the fundamental building blocks of a strong local economy in place. For example, in Skegness, there are significant challenges compounded with:

- An ageing population without the skills necessary to attract businesses to innovate;
- More learners leaving the local area in search of access to FE and HE;
- Fewer economic opportunities in the region due to its peripherality and seasonal economy (the sparsity across the Lincolnshire coastal strip means that reaching the critical mass required for service delivery can be difficult and that some areas are effectively poorly connected without a necessary infrastructure to pursue economic activity).

Substantial investment is needed to attract innovation and business activity whilst providing skills that local employers will need to respond to changes in traditional sectors such as engineering, and emerging sectors such as renewable energy. As noted by the Towns Fund Prospectus (2019), only FE and HE providers have the flexibility to deliver the skills provision most relevant to local areas, bringing together local employers, other education providers and other community members. Investment from local government is paramount to help create an outstanding technical offer including pathways such as T-Levels, Apprenticeships, IoTs, that can attract new people to develop their skills and support the local economy. There is a need to drive long-term transformative change to local economies that can only be achieved by closer collaboration and support from the centre of the community.

## **Skills for Jobs White Paper 2021**

The skills situation is challenging for a large proportion of the population, particularly our people. The Institute for Fiscal Studies estimates that one in three British employees aged under 25 work in a sector which has shut down during COVID 19, compared with 13% of those aged over 25.

As a nation, we “have a skills gap that is holding us back economically”. There is growing employer demand for the skills that higher technical education provides. Improving the skills of people across the country will be critical to our future success, in addition to embracing the new opportunities that exiting the European Union brings and meeting the government’s commitment for ‘net-zero’ by 2050.



The White Paper outlines the need to supercharge further and technical education, realigning the whole system around the needs of employers, so that people are trained for the skills gaps that exist now, and in the future, in sectors the economy needs, including construction, digital, clean energy and manufacturing. The document recognises that transforming facilities is key to enabling high-quality provision, and our proposal directly addresses this need. Skegness TEC serves some of the most deprived wards in the country and the offer made possible via this investment will ensure young people and adults are more upwardly socially mobile than ever before.

The White Paper highlights government commitment to:

- Invest in higher-level technical qualifications that provide a valuable alternative to a university degree.
- Make sure people can access training and learning flexibly throughout their lives and are well-informed about what is on offer through great careers support.
- Support excellent teaching in further education.

The Lifetime Skills Guarantee, for example, will offer tens of thousands of adults the opportunity to retrain in later life, helping them to gain in-demand skills and open up further job opportunities. This includes the chance for adults without a full level 3 qualification (A-level equivalent) to gain one from April 2021 for free in a range of sectors including engineering, health and accountancy. This national policy and commitment require local capacity and facilities to meet demand and raise quality.

As a specific example that illustrates demand, The White Paper refers to a lack of health and social care professionals. This shortage is also reflected locally. In response, Health and Social Care features prominently in our curriculum plan, with 225 enrolments projected over the five years to 2027. In order to deliver quality, industry relevant education and skills, the facilities plan includes a care flat, ward simulator, laboratory, nursery, counselling environment and care classroom. The courses mentioned correlate closely with the Croftmarsh wider masterplan to provide a dementia care village.

Our expanded provision, from shorter employability courses (delivered by our NET function) to higher level programmes, will also support The Paper's priority to, "Create clear progression routes for students towards the higher-level technical qualifications that employers need".

### **GLLEP skills analysis and priorities**

Greater Lincolnshire covers some of the most rural and sparsely populated areas in the country. This sparsity means that reaching the critical mass required for service delivery can be difficult and that some areas are poorly connected by road and public transport infrastructure. For example, access in East Lindsey, Rutland, South Holland and West Lindsey is well below the national rate. This means that there are places such as

Lincolnshire coastal strip (including Skegness and Mablethorpe) with a visible lack of locally based infrastructure that hinders support available to residents who often are unable to travel. This includes access to FE, and HE provision that currently includes outreach community centres with limited resources to provide full-scale intervention.

GLLEP's most recent Employment and Skills Analysis (2020) identifies the following as a priority, "Continue to invest in modernising and advancing Further and Higher Education facilities and equipment, making them more relevant to the present working environment and more appealing to young people so that they remain in the area rather than seek better facilities elsewhere". The GLLEP report also highlights the following information relevant to the proposal:

- Geographic sparsity means that travel times to further education institutions is an issue. Access in East Lindsey is well below the national rate. There is a clear East/West Lindsey divide in terms of residents aged 16 plus with no qualifications (East Lindsey having the greater proportion).
- Greater Lincolnshire still lags the national skills picture with only 28% of the resident population aged 16-64 holding a qualification at level 4 or higher in 2018, compared to 39% nationally.
- Analysis of Further Education participation numbers over time for 16–18-year-olds show that they have fallen by 7% since 2014/15.
- We should expect structurally higher unemployment to endure for some time and for the burden to fall disproportionately on more deprived people and places.
- Analysis of vacancies shows that the highest levels of growth (in numerical terms) were in 'Professional' and 'Associate professional and technical' occupations between 2012 and 2018 at both local and national levels. These two broad occupational levels, along with 'Directors and Managers' are considered to require higher levels of qualifications when compared with other occupations.
- Employers with hard to fill vacancies are more likely to cite a lack of qualified applicants than the national average.
- Although the population overall is set to grow by nearly 8% between 2016 and 2041, the working age population is set to decrease from 649,000 to 630,000, meaning there will be 19,000 fewer people available within the local labour market.
- There are opportunities to build back better, as the Industrial Revolution 4.0 plays out for example. Nearly 160,000 jobs over the next 15 years or so will be affected in some way (either by being made obsolete or the role changing) through the introduction of new technologies as part of Industrial Revolution 4.0. The delivery of digital skills plays a key role in the function of the proposed campus.

The Greater Lincolnshire Local Enterprise Partnership (GLLEP) Skills Strategy (2015) also identifies a need for close collaboration between employers and FE providers to ensure effective and accessible training provision in the areas where rurality and seasonal employment are prominent. There is a need to deliver locally tailored training to ensure graduates stay in the local area and are informed about job opportunities employers cannot fill. Our project supports GLLEP's objectives by developing a new centre that will:

- Support those already in employment and wishing to upskill (workplace progression including better pay);
- Ensure businesses can access bespoke and flexible training relevant to local economy;
- Support the changing of attitudes towards opportunities in the local area to stimulate greater impact and positive outcomes for young people and adults;
- Provide a culture of innovation, through increasing access to digital innovation, knowledge, research and technical support as a part of TEC's Partnership success in other parts of the region;
- Establish of an arm of the award-winning National Employer Training (NET) function on the site to further develop a local resource to help learners access information about industry, skills, workforce training that align with GLLEP's strategy to create local centres to support growth in the coastal areas.

### **Skegness Neighbourhood Plan (2019)**

Skegness Neighbourhood Plan (2019) highlights that there is a need for enhanced skills development in Skegness, in response to lack opportunities for development and growth in local area. As the area continues to face significant outward migration, it is paramount to ensure that young people have an opportunity to acquire skills and knowledge relevant to the local economy inspiring them to stay and work in the area. With a notable lack of higher or further education provision in the town and in the wider East Lindsey District, the nearest FE institutions being in Lincoln (42 miles away) or Boston (19 miles away), our proposal will directly address this gap in provision, improving the prospects of all stakeholders and promoting inward investment, which is also recognised as lacking in the area. The project addresses the issue of geographical isolation for a diverse learner base, many of which come from areas with entrenched deprivation (the Lincolnshire coastline including Skegness is amongst the most deprived 10 percent of neighbourhoods in the country, Indices of Deprivation 2019).

Furthermore, the coastal strip of Skegness and Mablethorpe displays the following challenging attributes:

- The average proportion of the Lincolnshire coastal strip resident population aged 16-24 claiming Job Seekers Allowance during 2019 was 6.1%, nearly double the equivalent figure for the rest of East Lindsey (3.3%) (Source: NOMIS).
- A lack of progression to higher education for local young people. The majority of these currently travel out-of-area to Boston College, Grimsby Institute of Further and Higher Education or the University of Lincoln.
- Too much reliance on seasonal work, including 'Accommodation and food service activities' which forms a quarter of all employment. This is more than double that for the rest of East Lindsey, and triple that of Greater Lincolnshire (as informed by the Business Register and Employment Survey, 2019, Office for National Statistics).

### **COVID-19**

A high proportion of jobs in Skegness are at risk due to the sectoral make-up of the area dominated by the hospitality sector. Younger workers (16 to 19) are at particular risk of being furloughed in comparison to as middle-aged workers. Getting people back into employment and creating new good/high value employment opportunities will be essential to the area's recovery. Dealing with the COVID-19 crisis also helps us focus on longer-term trends, such as increasing digitalisation, and the popularity of remote learning opportunities. TEC Partnership has sector-leading credentials on digital innovation and are perfectly placed to deliver digital skills to people while helping businesses to transition and adapt to the "new normal".

In response to COVID-19, our project will:

- Directly respond to the economic impact of the Covid-19 situation by developing a digital skills programme and working with businesses to scale up existing initiatives;
- Help people back into employment and support the creation new employment opportunities;
- Stimulate resilience and innovation to address challenges the area is facing.

### **Sustainability**

Access to education is an indispensable part of helping to eradicate poverty, fostering sustainability and building a better future for all. It plays a key role in promoting positive values and sustainable growth, by empowering people to address complex challenges. By bending education provision with input from multiple stakeholders from local communities in Skegness, our project will provide a source of creativity and innovation in education, teaching and learning to inspire sustainability and positive outcomes for all residents.

Sustainability cannot be achieved without access to learning for all, including those most marginalised, from deprived backgrounds or learners who face multiple barriers such as disability. As an Ofsted Outstanding (2017), double QAA commended, Beacon Award-winning provider of vocational Further and Higher Education ranging from 14-19, adult and community workforce development, we have a track record in supporting and providing life changing opportunities for those groups of learners living in most deprived areas (GIFHE had 83,360 enrolments in 2018/19, of which 87% reside in Lincolnshire and Humber, demonstrating we have a significant footprint of learner and employer engagement in the area. 43% reside in the 20% most deprived communities, which includes deprived wards in Grimsby and areas, as well as across our service areas in East Lindsey, the coastal strip and in collaborative work we are delivering in Scunthorpe, Lincoln and West Lindsey. We take over 50% of its learners from these areas). Our holistic and participatory approach ensures that learners achieve high achievement rates and progress to sustainable employment (see below).

Sustainability and environmental protection are key messages we will be permeating through this project. The project will subsequently:

- Facilitate the sharing of interdisciplinary knowledge to underpin and promote sustainable development among all participants;
- Recruit, retain and develop people who have the skills to create, define and succeed in careers in sustainable industries;
- Implement strategies consistent with TEC partnership Sustainable Development Policy across activity related to the social pathways activity;
- Engage with the broader community to promote positive environmental outcomes and cultural change to encourage sustainability in society – this will be achieved by widening capacity to engage in events and programmes that aim to encourage sustainable employment;
- Meet all relevant UK regulatory requirements and agreements to promote and deliver sustainable solutions across the sector, and sub-contracting delivery partners.

In relation to carbon emissions reduction, the Partnership will:

- Undertake new capital projects in a considered and sustainable way;
- Mitigate the impacts of climate change by identifying, understanding and reducing our carbon emissions;
- Contribute to the efficiency savings by reducing its use of energy and fuel;
- Promote continuous improvement of the partnership’s environmental performance;
- Demonstrate leadership and good practice.

**2.3 Please explain how the project will deliver the strategic objectives of the Town Fund. How will the project support the key principles of sustainable development – including Equality and Diversity assessments.**

**Meeting strategic objectives of the Town Fund**

The development of a new further education facility has a strong fit with the aims of Town’s Deal to create local training and employment opportunities. Our proposal provides a catalyst for change by offering integrated FE delivery and employability provision to serve the needs of the local population in Skegness.

The Skegness Neighbourhood Plan (2019) states, “There is a notable lack of higher or further education provision in the town and in the wider East Lindsey District”.

Our project has sound strategic foundations and is closely aligned with local, economic and community development strategies and regional and national strategies for FE training and employability. Our ‘path to prosperity’ includes:

- Delivery of skills provision most relevant to the local area including construction, engineering, art and design, hair and beauty, hospitality and sports development;
- Providing improved geographical coverage across Skegness and The East Lindsey District, recognising that those farthest from the job market are often reluctant or unable to travel due to personal circumstances. We do not want anyone to be left behind. This development, therefore, represents an ambitious and balanced means of engaging hard-to-reach people currently removed from the labour market and developing their confidence and skills.

### **Embedding Equality and Diversity**

A key element of this project is to engage local businesses and enterprises to build upon and develop relationships that will ensure future curriculum provision matches employers' needs and growth aspirations, and places learners closer to real opportunities to advance their careers. By doing this our project will ensure that approaches to equality, diversity and inclusion are distributed fairly across the area creating equal opportunities for all residents.

Building Better Futures Project will bring in cutting edge thinking and innovation on inclusive growth by:

- Ensuring that our programmes and tools support our aims for inclusion;
- Ensuring that learners are drawn from, and are representative of, the diversity of our workforce in Skegness;
- Continually improving the content of our programmes to ensure that inclusion shows up in relevant and powerful ways;
- Bringing challenge to the wider system with regards to leadership for inclusion and being at the forefront of developing new ways to inspire and bring about sustainable change on inclusion through research, practice and engagement.

### **Embedding Sustainable Development**

Sustainable development has been a key driver for the formulation of our Estate Strategy that drives our vision into excellence for our learners, staff, and whole communities. Building Better Futures will support initiatives focused on providing social and environmental sustainability by raising awareness and understanding of sustainability issues not only among our staff and learners but also throughout the community. The curriculum offer will include an introduction to innovative training in engineering, motor vehicle and electric/hydrogen vehicle technology, encouraging creative and entrepreneurial thinking for 21st century industry. In recent

years, we have been investing heavily in energy conservation and the installation of renewable solutions across our estates.

Member organisations of TEC Partnership continually strive to embed sustainability in every activity it carries out. Throughout the duration of the project, we will make sure that:

- Sustainable development is embedded in all project activities, to provide all participants with the knowledge and skills to mitigate and combat adverse effects climate change;
- We encourage wider participation with relevant authorities to support ethical, and socially responsible initiatives;
- Sustainability is embedded into strategic planning, ensuring sustainable values are well-supported by the project’s delivery teams – ensuring sustainable development is embedded into management procedures;
- We adhere and improve corporate environmental awareness and understanding of commitment to sustainability.

### 3. Project Timeline and Milestones

Please outline the key steps that have been, or will be, completed to ensure delivery of the project

Milestone	Forecast Date	Comments
Initial scheme design complete	26/10/2020	Complete
Feasibility work completed	26/10/2020	Complete
Acquisition of statutory powers		
Detailed design completed	19/11/2021	Procurement route in place for design team, timescales dependent on funding agreement date
Planning Permission submitted	14/01/2022	
Match funding secured	31/10/2021	
Contractor procurement process issued	23/05/2022	
Procurement contracts awarded	01/07/2022	
Start of construction	04/07/2022	

Completion of construction	22/12/2023	
Start of curriculum delivery on new campus	29/01/2024	Allows post-Christmas 3 weeks to complete fit out and occupation

#### 4. Options Analysis

##### 4.1 Rationale for Town Fund funding?

In Skegness, we are seeing a need to drive up the skills base to support economic diversification ensuring residents have a “real opportunity” to prosper and grow in their community. Lack of sufficient FE and HE infrastructure will likely continue to hinder future economic growth, not only in traditional sectors of Skegness economy such as tourism, leisure, and healthcare, but also it will affect emerging sectors such as engineering and renewable energy which currently are seeing a significant expansion in the whole of the Greater Lincolnshire. As noted by the Towns Fund Prospectus (2019), only FE and HE providers have the flexibility to deliver the skills provision most relevant to local areas, bringing together local employers, other education providers and other community members. The Town Improvement Plan further recognises that:

*“The lack of a core offer of vocational skills training in core activities such as digital skills, motor vehicle, construction and engineering all of which provide scope for higher levels of income and can form a stimulus to local enterprise is a major impediment to the growth and development of Skegness. It leads to low levels of participation in learning and chokes off the supply of skilled workers needed by higher value employers”.*

*“The creation of a new high quality learning facility in the town will address this challenge. With a long-term commitment by a high quality nationally recognised provider to operate the facility the development of this facility provides real scope to be an economic game changer in the area”.*

Skegness TEC development will offer a multi-agency approach, linking to the new Lincolnshire Institute of Technology, providing additional excellence in learning and teaching with the University of Lincoln (incorporating Master tasters), and facilitating wide-ranging community engagement across the area working with Police Training Centre, arts and creative industries, and many other community stakeholders.



Options:

### **Do Nothing**

TEC Partnership have successfully operated for over 15 years in Skegness, to deliver accessible and high-quality vocational training to meet the needs of the community. The current provision is met through the leasing of two buildings on the edge of town, which comprise of a small campus site with classrooms and seminar facilities, and separately on adjacent commercial property, workshops for construction, engineering and motor vehicle training.

Our provision is Ofsted Outstanding, and we pride ourselves on delivering an accessible and socially progressive curriculum that assists both young people and adults to access inclusive, high-quality teaching and learning, on courses that create exciting employment pathways.

The challenge over the years is that as we operate from leased premises, and thus the physical environment is not ideal, and it is constrained. Additionally, as we do not own it, we are not able to make a capital investment in the centres. As a consequence, the curriculum is more limited, and we do end up using our free coach services to transport people to the Grimsby Campus for specific courses where there are advanced technologies, and a more diverse course offer is available. Unfortunately this extends the study day for those learners and represents a barrier to participation for many others.

The existing provision is sustainable in the short term, but there is limited scope for expansion, enhancement or introduction of vocational pathways that meet future local demands. We would be severely hindered in making capital investment in the premises because of the leased nature of the facilities.

The outcome would be a negative NPV, with costs and limited opportunities to expand course provision of places.

### **The alternative**

We have investigated alternative sites and funding options over the past 5 years, including a vacant retail site, a lease of a Town Centre office block and options for co-located premises on the existing industrial park.

The old retail site would have afforded “curb appeal”, but was to the North of the town, and was a larger site than would be viable for a stand-alone campus. There would not have been any linked investment and there was not any LEP or DfE funding support. As a consequence, it would have required significant borrowings and

because the FE sector has had no growth in funding in 10 years, reserves have been reduced and the risk of borrowing would have increased the debt gearing of the college, it would not have been viable.

Commercially, banks have become more concerned lending to colleges, as nationally, a number of college's have had their debts called in.

Whilst alternative sites have been investigated they have been dismissed on the grounds of both suitability, and commercial viability for the reasons articulated above.

### **The preferred option**

The development of a contemporary, state-of-the-art further education and skills facility has a strong fit with the aims of Town's Deal to create local training and employment opportunities. Our proposal provides a catalyst for transformational change by offering integrated FE delivery and employability provision to expand the skills and boost the prospects of the residents of Skegness and surrounding areas.

The Skegness Neighbourhood Plan (2019) states, "There is a notable lack of higher or further education provision in the town and in the wider East Lindsey District". Our project has sound strategic foundations and is closely aligned with local, economic and community development strategies and regional and national strategies for FE training and employability. Our 'path to prosperity' includes:

- Delivery of enhanced skills provision most relevant to the local area now and in the future, including construction, engineering, art and design, hair and beauty, hospitality and sports, digital, renewables and sustainability.
- Providing improved geographical coverage across Skegness and the East Lindsey District, recognising that those farthest from the job market are often reluctant or unable to travel due to personal circumstances. We do not want anyone to be left behind. This development, therefore, represents an ambitious and balanced means to engage hard-to-reach people currently removed from the labour market and developing their confidence and skills.

A key element of this collaborative project is to engage local businesses and enterprises and develop relationships that will ensure future curriculum provision matches what employers want to meet their needs and growth aspirations, and to place learners closer to real opportunities to advance their careers.

With Town Deal investment, gap funding is reduced to 15%. The investment will enable:

- 1) **The creation of state-of-the-art training and educational resources**
- 2) **A 62% expansion of teaching space.**
- 3) **The growth in enrolment numbers, to deliver 8,220 enrolments over the next 10 years**
- 4) **The introduction of an enhanced and expanded, sector leading and innovative curriculum offer for business, entrepreneurship, digital, advanced engineering and manufacturing, Health and Social Care, renewables, construction and tourism.**
- 5) **The introduction of HE access courses and full HE courses**
- 6) **Delivery of targeted and award-winning pre-employment training, leading to 1000 people entering jobs.**
- 7) **On a Town Deal investment of £14m, it will deliver a social and economic return of £20m in wages in the economy.**
- 8) **Levering in £10m of revenue from TEC partnership to deliver the training outcomes.**
- 9) **Delivers a transformational employment and skills offer to underpin local economic prosperity.**
- 10) **Connects the investment in labour and skills directly to key local sector priorities.**
- 11) **Builds new opportunities for collaborations, and integrated services to better serve the community, and act as a catalyst to contribute towards the levelling up objectives.**

Subject to funding being secured from other sources, Phases 2 and 3 of this vision will see the creation of on-site enterprise incubation and business units. This additional phase (which requires additional and alternative funding) would be co-located to the campus, for business start-up, graduates into enterprise and for tenant businesses to engage and offer traineeships, apprenticeships and employment opportunities.

#### **4.2 What other funding or delivery mechanisms were considered to deliver the proposed activity?**

Funding is a fundamental challenge in FE. There has been insufficient capital funding to maintain the college estate. Declining revenue funding has further prevented colleges from investing in advanced equipment and facilities (Augar Review, 2019).

Analysis has shown that, between 2010/11 and 2018/19, funding for 16-19 decreased faster than in other phase of education. Funding per learner in the 16-19 age group has fallen 12% since 2011-12 and is now eight per cent lower than for secondary schools (ages 11-15) (State of the Nation 2018-19: Social Mobility in Great Britain).

TEC Partnership is a newly merged entity with East Riding College, which while making our institution one of the largest providers in the country, did involve consolidating lending, meaning our debt ratio has risen. The previous public sector status has changed with regards to lending from banks as a result of the Insolvency Act and a couple of colleges have become insolvent, this has led to a risk based approach by lenders making it more difficult to borrow.

Lease options of specialist equipment are prohibitively expensive, and we needed to adjust and build additional space, so we required to adjust the estate. Thus, without this investment from the Towns Fund, this investment in facilities and equipment would not take place in the foreseeable future.

### 4.3 Additionality: What will the project deliver above and beyond what would happen anyway?

#### Building a new, state-of-the-art learning centre

##### A) Physical Environment for Learning

The proposed development will deliver a 62% increase (1,850m<sup>2</sup>) in Gross Internal Area compared with the existing rented/leased premises (4,805m<sup>2</sup> and 2,955m<sup>2</sup> respectively). This comprises the college new build at 3,448m<sup>2</sup> plus the workshop block at 1,357m<sup>2</sup>. This has been meticulously planned to ensure the most efficient use of space for a more diverse curriculum offer.

It will enhance the curriculum and skills offer in Skegness in a way that could not happen without the investment due to restrictions and limitations at our current leased premises. It will enable us to enhance existing provision to meet the digital and technological challenges facing those industries as part of the 4th industrial revolution and introduce and expand new provision which meets emergent skills needs and will drive high-level employment, fill skills gaps, and support inward investment. We will be able to introduce a leading-edge curriculum in solar, offshore wind, virtual reality, advanced design and manufacturing, sustainable construction, digital health care, nursing, business and leadership. Without the investment we could not deliver this breadth of provision to local residents and business, social mobility would be compromised, the ability of the existing and new business to grow and fill skills shortage areas both now and in the future would be restricted. Ultimately the economic growth and diversification of the local area would be limited.

##### Our baseline position was:

- Low Economic rates (73.6%) and coastal deprivation
- Seasonal and structural unemployment
- 500 claimants (200 in training now with TEC Partnership in East Lindsey)
- Labour demands that are not being met: (Burning Glass Labour Insights Vacancy) on:
- Health and Social Care (547 vacancies)
- Visitor Economy (200+)
- Technical services/Logistics (200+)
- Higher Skills deficit (-9%)
- Low Skill, low wage economy
- Access issues, with 1600 students traveling to access education – we have an outward migration.

The constraint of occupying leased premises is that we cannot make adjustments to the buildings, and we are limited in the investment we can make in the installation of teaching and industrial resources.

Investment and innovation are required to transform the fortunes of the area by stimulating growth through extending technical and vocational training, improving access to HE and growing enterprise. Through multi-agency alignment, we will drive enterprise, build skills provision matched to employment needs, create business coaching and advice, operate shared amenities for sport and well-being, as well as transport links from the campus to the heritage of the seafront.

This project will be transformative. The development will replace, enhance and expand upon the existing Skegness TEC rented facilities and therefore, significantly raise the range and diversity of provision. Travel times for learners and other facility users are key. The current situation requires many individuals to travel to Grimsby, Lincoln, or Boston to access many programmes, often meaning at least an hour of travelling in each direction and, the fact that this is required, proves a barrier to participation. Our ambitious vision localises provision, connecting local talent and services to build the local economy.

Sustaining and organic growth of existing provision, coupled with the introduction of new courses including new vocational and technical provision, new healthcare, new digital, new environmental sustainability, and the additions of HE and Business and Enterprise will deliver over 10 years:

- 1) 8,220 enrolments
- 2) Across multiple industrial disciplines
- 3) To deliver 1,000 more people into work
- 4) Raise the aspirations of young people and retain more local talent.
- 5) Better connect education and enterprise.
- 6) Reduced ecological impact of fewer journeys, reducing the CO2

Multi-agency approaches will include collaborative and shared operation of the sports facilities with Magna Vitae (MV) – the local charitable leisure trust. They commented, “MV would be extremely keen to further explore future possibilities.”

The vision and expansion are not designed to affect or displace any existing services or provision. We respect the expertise of our fellow educational providers and seek to work in harmony with them.

The Centre and enterprise facilities could also host University of Lincoln MA tasters and business mentoring and coaching services, as well as links to the Growth Hub Advisors through E Factor and GLEP. The site would be a catalyst for change, and a shared centre that connects services and builds the talent pool for the local economy.

Our project will address growth constraints and add value to the local area by:

- Creating new opportunities for learners and adults by focusing on ‘in demand’ learning and training that is relevant to local economy, now and in the future;
- Addressing peripherality and remoteness of the local area by establishing a local centre for people to progress into sustainable employment;
- Supporting local employers to recruit and develop the skills to support business success by focusing on ‘off-season’ business development and diversifying supply to the labour market;
- Investing in digital technology and connectivity, capitalising on TEC Partnership’s outstanding, reputation in this area;
- Local access to Technical and Higher-Level skills, and access to Institute of Technology (IoT) provision as a satellite centre (Of TEC Partnership and the University of Lincoln).
- Local intermediary support and access to Kickstarter, Traineeships and Apprenticeships.

### **Business hub brings new synergies and opportunities (Phase 2/3)**

The best skills provision ensures engagement and involvement of enterprise, as well as a vision to ensure young people have a clear line of sight to progression. This long-term development will be built on two pillars - learning and business clustering.

During Phases 2 and 3 of the programme (subject to funding being secured from other sources), the creation of a hub for business on the premises of the new Skegness TEC facility will prove a catalyst for regional prospects, support diversification of the local economy by combining public and private initiatives and building learners’ aspirations for career choices - without the need for moving away from the local area. Thus, staving off the ‘brain drain’. The University and Growth Hub Services could develop a business hub, with a programme of local talks, events on workshops on enterprise, innovation, digital and business diversification etc. The Hub will feature business and incubation units, conference, and business networking, as well as to promote links between learners and the trailblazing businesses that will nurture their futures – providing a powerful combination that will serve as a catalyst for regeneration.

#### **4.4 Scalability: What would happen if reduced Towns Fund funding was available?**

Reduced Towns Funding would mean the planned programme would not be able to continue as planned, in a timely fashion. We would explore the following options:

##### **Option 1 - Look for alternate sources of funding**

FE has experienced significant under-investment in recent years, and it would be extremely challenging to secure capital funds in addition to what we have already secured. We have already submitted an Expression of Interest into the GLLEP pipeline for gap funding towards the business units, and other funding streams such as

the Community Renewal Funds or Future Prosperity Funds may open up additional options for co-investment. However, none are on the scale of Town Funds.

### Option 2 - Delay the development

Delaying the development may give an opportunity to look at other financial options. However, the planned programme represents the anchor element of a wider vision with delivery by a group of learning providers and development of a police training facility. The build is fundamental to the wider 'Skegness Gateway Urban Extension' masterplan. Delaying the development is likely to impact upon a number of other initiatives.

### Option 3 – Proceed with development of reduced scale

A reduced scale development would mean less space and less curriculum diversity, which is essential to improve the prospects of the region's residents including young people and adults.

### Option 4 – Stop the development

Stopping the development in its entirety would have a significant impact on the learning prospects of hundreds of young people and adults (the new facility is anticipated to facilitate learning for 850 learners per annum, average over 10 years). The only options these people will have is to select from limited local provision, travel long distances to access provision in other towns or seek work instead of further study (often low-skilled).

## 5. Proposed Costs

### 5.1 Funding Profile

	Previous years	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Future Years	Total
i) Capital						
Towns Fund		£1,356,000	£7,161,299	£5,482,701	0	14,000,000
Public	£61,134	0	0	£2,350,598	£404,412	
Private						
<b>Total Capital</b>	<b>£61,134</b>	<b>£1,136,000</b>	<b>£7,161,299</b>	<b>£7,833,299</b>	<b>£404,412</b>	<b>16,816,144</b>
ii) Revenue Costs						

<b>Non Pay Cost</b>		<b>£120,750</b>	<b>£126,700</b>	<b>£133,100</b>	<b>£1,138,000</b>	<b>£1,518,550</b>
<b>Running Costs/Maint</b>		<b>£124,440</b>	<b>£126,900</b>	<b>£129,900</b>	<b>£981,000</b>	<b>£1,362,240</b>
<b>Pay Costs</b>		<b>£436,800</b>	<b>£456,600</b>	<b>£458,600</b>	<b>£4,117,000</b>	<b>£5,469,000</b>
<b>Total revenue</b>		<b>£681,990</b>	<b>£710,200</b>	<b>£721,600</b>	<b>£6,236,000</b>	<b>£8,349,790</b>
<b>Total Project Costs</b>	<b>£61,134</b>	<b>£1,817,990</b>	<b>£7,871,499</b>	<b>£8,554,899</b>	<b>£6,640,412</b>	<b>£24,945,934</b>
<b>Total Towns Funding</b>		<b>£1,356,000</b>	<b>£7,161,299</b>	<b>£5,482,701</b>		<b>£14,000,000</b>

## 5.2 Please provide more detail on what Towns Fund funding will be spent on

This project will create a state-of-the-art new College - Skegness TEC - on a greenfield undeveloped site on the outskirts of Skegness off the main A52 arterial road that serves the town, just on the edge of the urban conurbation. This project is intended to replace the existing College that we currently operate within Skegness and will provide facilities in the provision of further and higher education in the area that will be 'truly transformational'. Overall, the proposed facility will deliver a 62% increase in space compared with the existing rented/leased premises (4,805m<sup>2</sup> and 2,955m<sup>2</sup> respectively). This has been meticulously planned to ensure the most efficient use of space for a more diverse curriculum offer.

The project provides will provide provision of teaching and learning accommodation, including:

- Motor vehicle workshops including electric and hybrid capability
- Specialist hair and beauty salons enhanced to include sustainability, biodegradability, pro-biotics, specialist skincare, support to marginalised groups and high-end spa treatments.  
Specialist digital labs including 3D print, games innovation and virtual reality development spaces
- State of the art health and care facilities including simulated wards and domiciliary care.
- Commercial training kitchens to serve the hospitality sector  
Commercial art and media production training suites

The provision will fully embrace advances in modern smart technology, ensuring that dynamic, digital and contemporary learning is on offer. There are a variety of break out spaces, personalised learning areas and collaborative workspaces areas that are adjacent to the eating spaces and independent learning centre within the two-story design. The curriculum is designed to support the development of mixed commercial vitality in Skegness by ensuring the area has the skills it needs now and in the future.



We are planning for the local community to have access to the 4G pitch, the fitness centre and changing facilities when college students are off-site, for example in the evenings, weekends and summer holidays. We recognise our responsibilities to the health and wellbeing of our local communities and pledge to support making Skegness a healthy and inclusive place in line with the corporate objectives of Skegness Town Council.

The RIBA Stage 2 is appended, which shows the plans, elevations and site plans in detail.

The scheme also delivers an overall phased development which encompasses three phases, with Phase one involving the new TEC building and workshop. Phases 2 and 3 of the longer-term programme (subject to funding being secured from other sources) will see the development of on-site enterprise incubation and business units that will sit alongside education and skills delivery and boost enterprise and entrepreneurial activity. This complements Town Deal's 'enterprise infrastructure' and will increase the amount of high-quality and affordable commercial floor space.

This overall masterplan for the TEC Partnership is knitted together by the use of the proposed new A52 road and roundabout improvements by the developer and ELDC and our road / footpath network including hard and soft landscaping serving the various building types on the site.

The light industrial units to the south and west of the site will be occupied at a later date therefore their proposed uses are to be confirmed" (Source: Skegness TEC RIBA Stage 2 Report, appended).

### **5.3 Please detail the key assumptions used in the development of your budget and the research completed to prepare it, including how you ensure that the costs are commensurate with the required quality.**

The information in this submission is supported by the Skegness TEC RIBA Stage 2 Report (October 2020) and the following other documents:

- Jefferson Sheard architectural drawings;
- Jefferson Sheard Accommodation Schedule for the Skegness TEC building;
- The Programme produced by Jefferson Sheard;
- The 3D renders presented within this document;
- Alan Wood and Partners drawings and reports;
- Fore Consulting General Arrangement drawing and stage 2 report;
- Triangle Utility drawing and full stage 2 report;
- Colin S Charlesworth Cost information.

The design reflected within the RIBA Stage 2 Report is the product of a thorough process of consultation with key members of the TEC Partnership stakeholder team and project sponsor and takes account of consultation with external agencies and other interested parties. Further extensive consultation with the end-user

stakeholder teams will be carried out during the next stages of the design process (i.e., at the commencement of RIBA Stage 3).

The Phase One project comprises of the works to construct the Skegness TEC (College) building including workshops, the provision of a 4G pitch, the associated hard and soft landscaping along with the relevant infrastructure.

The costs assume that the Works will be tendered utilising a single stage design and build procurement route and this will take place by 01/07/2022.

The costs are based on the:

- Jefferson Sheard drawings from 01000 to 04501.
- Alan Wood and Partners Structural and Civil drawings and stage 2 report.
- The Triangle Electrical and Mechanical Utilities drawing and stage 2 report
- The Phase 1 Geotechnical Report for Skegness TEC 44356 Rp001
- The Triangle Preliminary SBEM BRUKL document

The costs assume a start on site in 04/07/2022 running in a series of sub -phases to Phase One. Please refer to relevant section on the Master programme.

The costs assume that a BREEAM rating of 'Excellent' is achieved and there is an extra over allowance included in the cost plan to achieve this standard.

The overall project costs from the detailed cost plan (ref Skegness TEC Stage 2 Cost Estimate Phase 1) is £16.4m (exc. VAT).

Land costs will be determined by the owners, and based on local land pricing, we have made a reasonable provisional allocation.

Equipment costs are informed through procurement sites and quotations. As we have recently commissioned over £8.7m of refurbishment through IoT, DfE or self-funded investment, we have recent pricing for fitting out MVT, Engineering, ICT and general teaching areas. So, we are very confident in the provisions we make for equipment costs.

Revenue is modelled student numbers on known ESFA income rates / learners.

**5.4 State the source(s) of your match funding, whether it is in place and if not, when is it likely to be confirmed?**

The campus costs are estimated at £16,546,010, with a Town fund allocation of £14,000,000. Thus, there is a funding gap of £2,546,010.

We have submitted an EOI for co-investment into the GLLEP forward pipeline and are also going to explore Future Prosperity Funding or DfE. We would expect to firm up the co-investment by December 2021.

The revenue co-investment is committed through the TEC Partnership existing and expanded ESFA skills funding allied to the delivery of Youth, Adult and HE course provision. This is made up of a combination of 16-18 learner funding, adult AEB funding, Student Loans Company funding for Access and Higher Education programmes together with commercial funding for courses delivered as bespoke for local and national employers.

In addition to the revenues associated with the training and education part of the campus, the leisure facility hire would expect an income of approx. £20k p.a. and on average £115k p.a. business unit derived income.

**6. Forecast Outputs**

**6.1 Output Profile**

<b>PROJECTS TO DRAFT</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2024/25</b>	<b>2026/27</b>	<b>Future Years</b>	<b>Total</b>
<b>i) Core Outputs (Strategic Economic Plan)</b>							
Public Investment Leveraged (£)							
Private Sector Investment Leveraged (£)							
Number of new Jobs Created (gross)			<b>100</b>	<b>100</b>	<b>100</b>	<b>700</b>	<b>1000</b>
Number of Jobs Safeguarded (gross)							
Number of new housing units completed							
<b>ii) Local Strategic Outputs</b>							
Commercial floorspace refurbished/constructed and occupied (sqm)							
Number of businesses assisted to improve performance							
Number of course learner enrolments			<b>513</b>	<b>763</b>	<b>838</b>	<b>6106</b>	<b>8220</b>
Number of new businesses created							
GVA Uplift							
<b>iii) Others (please list) *</b>							

**6.2 Please describe the rationale and assumptions you have made in establishing the outputs and results which will be achieved. This must link clearly to the project's activity and objectives. Please explain your method for calculating the target levels**

The Skegness Campus Vision includes:

- A purpose built further and higher education college for Skegness and surrounding areas;
- A learning and skills offer to match the needs of the local area;
- A flexible campus that can cope with the changing demands of the needs of local industries;
- Technical and professional qualifications with a strong focus on enterprise and productivity;
- A focus on health and related subjects to reflect the needs of the employment market;
- The first Higher Education offer in Skegness;
- Digital innovation and flexible access for learning for those subjects that cannot be resourced at the campus;
- Work with other educational partners where Skegness TEC is not the specialist (e.g. Uni of Lincoln for MA and master classes), and to expand locally accessible vocational training to meet the needs of the local economy.

Skegness TEC has been in operation for in excess of 15 years, with an established, innovative and excellent curriculum offer. Through our current community learning centre, we deliver key provision in the following curriculum areas:

- Salon Professionals
- Business
- ICT
- Automotive
- Engineering
- Construction
- Hospitality
- Tourism
- Foundations provision
- Health and Social Care
- Literacy and Numeracy

These are delivered through leased premises. The investment programme has assumed:

- 1) Modest growth in all existing courses.
- 2) No growth in provision that would duplicate or displace any other provider
- 3) The introduction of new provision which extends and enhances the current offer including:
  - a. Health profession including nursing and care, and new opportunities linked to healthcare professionals and specialist provision in areas such as dementia care, disability awareness and early years.
  - b. Creating new Science and STEM provision
  - c. Environmental sustainability, renewables and green energy
  - d. Growth and expansion of advanced engineering and digital manufacturing and design
  - e. Expansion of sustainable construction and trade skills
  - f. Leading edge digital and ICT skills, including virtual reality, quantum computing, games design and e-sports.
  - g. Expansion and new courses for Tourism, Arts and Media.  
Sustained and dynamic pre-employment training offer, including supporting those furthest from the labour market
  - h. Expansion and enhancement of business and enterprise to support the creation of mixed commercial viability in the area
  - i. The introduction of access to higher education programmes and a suite of higher education and higher level technical qualifications to support individuals advance in their careers and support local industries to thrive.
  - j. Exceptional and sector leading quality or provision.

The vision translates into the following curriculum offer:

Course Title	VOLUMES					Total
	22/23	23/24	24/25	25/26	26/27	
<b>SSA 1 Health, Public Services and Care</b>						
Health and Social Care	35	40	45	50	55	225
Public Services	10	15	15	15	15	70
Child Development	0	10	15	15	15	55
Nursing	0	0	5	10	10	25
<b>SSA 2 Science and Maths</b>						
Science		5	10	10	10	35
Maths	80	80	80	80	80	400
<b>SSA 3 Agriculture, Horticulture and Animal Care</b>						
Horticulture	0	0	5	5	5	15
Environmental Conservation	0	5	10	10	10	35
<b>SSA 4 Engineering and Manufacturing Technologies</b>						

Engineering	30	40	45	50	50	215
Manufacturing Technology	0	20	20	20	20	80
Transport Operations and Maintenance	20	40	40	40	40	180
<b>SSA 5 Construction and the Build Environment</b>						
Building and Construction	40	50	50	60	60	260
<b>SSA Information and Communication Technology</b>						
IT for Practitioners	10	10	10	10	10	50
IT for Users	30	50	60	60	60	260
<b>SSA 7 Retail and Commercial Enterprise</b>						
Service Enterprises	25	25	25	25	25	125
Hospitality and Catering	15	15	15	15	15	75
<b>SSA 8 Leisure and Tourism</b>						
Sport	10	20	20	20	20	90
Travel and Tourism	10	15	15	15	15	70
<b>SSA 9 Arts, Media and Publishing</b>						
Performing Arts	10	10	10	10	10	50
Media and Communications	10	20	20	20	20	90
<b>SSA 11 Social Sciences</b>	8	8	8	8	8	40
<b>SSA 13 Education and Training</b>						
Teaching and Lecturing	0	10	15	15	15	55
Learning Support	0	15	15	15	15	60
<b>SSA 14 Preparation for Life and Work</b>						
Foundations	5	10	10	10	10	40
Preparation for work	100	100	100	100	100	500
<b>SSA 15 Business, Admin, Accounting and Law</b>						
Accounting	10	20	20	20	20	90
Business	20	40	40	40	40	180
Marketing	0	20	40	40	40	140
<b>Higher Education</b>	5	10	15	20	20	70
<b>Full Cost</b>	30	60	60	60	60	270

<b>Total Number of Enrolments</b>	<b>513</b>	<b>763</b>	<b>838</b>	<b>868</b>	<b>873</b>	<b>3855</b>
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In respect to the assumptions on job impacts, we undertake student destination surveys. For example, we work very closely with Job Centre Plus through our NET (National Employment Training) teams and have assisted 441 people to train to access universal credit in 2018, and we deliver targeted pre-employment programmes that delivered 154 jobs in 2018, 107 jobs in 2019 and we are providing Covid response retraining now.

Planning assumptions and targets have been informed by our superb track record, as well as robust business and curriculum planning procedures.

### 6.3 Please outline how the project will gather and assess evidence of outputs.

#### Our Quality Assurance Systems

As an award-winning, TEF Silver and Ofsted outstanding provider of Further and Higher Education we have robust and externally assured management and quality processes and systems which are regularly reviewed and tested. We have a full quality team, specialist quality assurance staff who undertake rigorous self-assessment of performance on an annual basis. The quality team are supported by dedicated IQA staff and have extensive support from Data and Exam Teams.

Our vision is to deliver excellence and innovation in all that we do. We rigorously follow criteria by external agencies such as QAA, Ofsted, ESFA, Awarding Bodies, Sector Trade Bodies, and our employers. We undertake continuous and rigorous quality reviews and have assurance and management arrangements in place for the following:

- Teaching, Learning and Assessment Observations and Walkthroughs
- Internal moderation
- External moderation
- Work scrutiny
- Curriculum planning
- Learner Surveys
- Employer Surveys
- Data reporting
- Staff Surveys.
- Progress Reviews
- Destination and Progression tracking.



The use of accurate management information to monitor and improve performance means our leadership team is always exceptionally well informed and accountable for their performance.

### **Skegness TEC Development**

Skegness TEC Development will be overseen directly by the Group Vice Principal Corporate Services who is a Senior Post Holder and reports directly to the CEO, the CEO has been actively involved in the development of the campus. The Board of Governors have been fully appraised of the project and are supportive. The full commitment of the Board and the senior team will ensure that the project activities are developed within the agreed timetable and with the agreed quality, in line with the framework to achieve the expected milestones and results. The curriculum development will be overseen by the Deputy CEO of the Partnership who is a curriculum and quality specialist with 25 years of experience in delivering outstanding provision.

The quality of project activities and results will be monitored through a continued assessment of the achievements against the agreed schedules for the project. This will include regular reviews/meetings, including information on the delivery of project activities, outputs, communications plan, and all other aspects of project delivery. Progress and Final evaluation reports, on the evaluation of the outputs, will be compared to those planned, their quality, their short-term and long-term impact.

We are committed to working closely with the ELDC to ensure clear lines of communication exist throughout and beyond the life of the project. Our MIS (Management Information Systems) will create a set of reports reflective of the requirements of the project. The reports will track learner progression and for overall project management of outcomes and to have a real-time view of actual performance against the profile of all indicators and take remedial action in the event of any slippage. This will include:

- Internal team meetings will be led by the Project Director with the operational team to track the progress of deliverables followed by a monthly project performance meeting with the accountable Executive Management Team member and the Projects Unit to monitor actual delivery and contracted targets against a Project Delivery Plan (PDP) before reporting monthly to the ELDC.
- MIS Compliance Officers will record, monitor and track indicators and all aspects of course information, learner engagement, activities, outcomes and results. The Management Information System will hold up-to-date information and will track interventions along with detailed monitoring information as required by the relevant authority.
- MIS Compliance team will undertake regular audits to verify the completeness of learner documentation including learner eligibility evidence, enrolment card, IAG, Assessment, ILP, learner reviews, completion paperwork, achievement and progression before recording on the management information system. Reports generated will be used to measure and track project progress and manage risk.

- Monthly project performance reports will be presented to SMT/Steering Group/ELDC & feed etc, into the quarterly plan process. If results fall behind profile there will be a full investigation, develop a remediation plan and review this with the accountable SMT member and the Projects Unit taking external advice if required.

## 7. Management & Control

### 7.1 Please describe whether or not the necessary team is in place to carry out the proposed activity and if not what the plans are to recruit the relevant expertise? Please insert structure chart, if available.

Our outstanding capital projects management team is already in place to deliver this project, having recently completed successful major capital works for Institutes of Technology. The teams are in place and ready to move rapidly as soon as funding is confirmed.

The Capital development part of the project will be directly managed by the Group Vice Principal Corporate Services who is a Senior Post Holder and reports directly to the CEO of TEC Partnership.

The new curriculum developments for the campus are led by the Deputy Chief Executive who is a serving Ofsted inspector and has over 25 years of experience in developing and delivering high quality curriculum plans.

An experienced local team is already in place who deliver the existing curriculum and will operationally take forward the developments and day to day management of the new campus facilities.

During the capital development phase, a Steering Group will be in place that includes all the relevant stakeholders including members of the Town Fund Board, East Lindsey District Council, employer representatives and TEC Partnership management. Progress reports will be monitored by the Management Steering Group. Should progress be deemed to be behind schedule and intervening action be required, EMT (The Executive Management Team) will be consulted, and approval will be sought before remedial interventions are put in place.

The Steering group will receive reports from the TEC Partnership team responsible for the development which will include the CEO, the Deputy CEO and Principal of Grimsby Institute, Group Vice Principal Corporate Service, Group Executive Director of Estates, Group Executive Director of Projects & Partnerships and Group Executive Director of ICT. This group will be operationally responsible for the oversight and delivery of the capital element of the project.

In addition to this a curriculum development group will be put in place led by the Deputy CEO and Principal to ensure the required additional curriculum is developed and delivered. This group will work within the normal curriculum and business planning cycles of the TEC Partnership which utilise labour market intelligence, and engage in regular discussions with employers and other stakeholders.

We comply with the Public Procurement Regulations (2015). We will undertake open procurement for the contactors and follow financial regulations and open processes (e.g., three quotes, formal tender or utilise framework suppliers) as appropriate, following the first principles of open competition. This is also to ensure we comply with state aids, and cause / offer no unfair advantage or distort the market.

For Capital projects, we operate open procurement, as well as promote the calls to known local and regional contractors. To ensure open and transparent procurement, we issue all tenders on Contracts Finder, as well as utilise “In-Tend”, which is a Further and Higher Education sector procurement portal. This follows a due process, firstly securing the technical and design team, and subsequently the detailed design brief to secure the main contractor.

TEC Partnership Group Executive Director of Estates a highly experienced and qualified Building Surveyor who directly manages the professional services team and contractor in the delivery of all major capital developments. He has 30 years of sector experience and has project managed £25m of capital projects through the Partnership in the last 7 years.

A procurement route for the professional services for the necessary architectural, mechanical/electrical engineering, environmental and cost consultants is already in place and ready to go as soon as a funding agreement can be put in place.

TEC Partnerships business management follows robust performance management principles that consistently deliver outcomes for learners, including leading collaborative projects that achieve or exceed their objectives (OTLA, ETF, ESF). The Partnership has a track record of managing and exceeding expectations, evidenced by full delivery of: £5.9m AEB, £13.7m EFA, £10m HE and variety of other educational contracts and grants, delivering consecutive years of improving success rates and fulfilment of our budgets.

In their most recent full inspection, Ofsted commented on our leadership team, “Senior leaders and governors have created a culture of very high and ambitious expectations of both staff and learners that has led to significantly improved and very high performance”, and, “They have high expectations for all staff to work collaboratively and contribute significantly to the culture of continuous improvement” (Ofsted 2017).

The Partnership has ‘Outstanding’ financial status (ESFA, 2019). Governors provide highly rigorous support and challenge across the Group and leadership teams.

**7.2 Please explain the key risks identified for the project and how these will be managed and mitigated throughout the project. Please attach separate risk register, if available.**

<b>Risk</b>	<b>Owner</b>	<b>Probability</b>	<b>Impact</b>	<b>Mitigation</b>
<b>Delay to funding agreement</b>	<b>ELDC</b>	<b>3</b>	<b>4</b>	<b>Extend programme and attempt to deliver provision from other premises</b>
<b>Failure to achieve planning application approval</b>	<b>TEC Partnership</b>	<b>3</b>	<b>4</b>	<b>Early pre-application work with local planning authority and all consultees</b>
<b>Poor ground conditions</b>	<b>TEC Partnership</b>	<b>2</b>	<b>3</b>	<b>Early ground investigation works to take place to inform foundations design work</b>
<b>Lack of contractors available to deliver building works</b>	<b>TEC Partnership</b>	<b>2</b>	<b>3</b>	<b>Warm up the market with early notices to ensure contractor availability and awareness</b>
<b>Design does not achieve user expectations</b>	<b>TEC Partnership</b>	<b>1</b>	<b>3</b>	<b>Continuous consultation with stake holders including managers and staff who are delivering and developing the curriculum and service offer</b>
<b>Negative impact of Covid-19 pandemic</b>	<b>TEC Partnership</b>	<b>3</b>	<b>3</b>	<b>Use existing recent experience of capital developments during pandemic to inform programme and contractor requirements</b>
<b>Failure to deliver the curriculum</b>	<b>TEC Partnership</b>	<b>1</b>	<b>3</b>	<b>Milestone plan of curriculum to be developed and delivered with learner targets and recruitment activities</b>

A detailed Project Risk Assessment with grading and planning mitigation and controls is appended.