

# TRANSFORMING EDUCATION PROGRAMME 2023

'The States agreed in 2021 to organise secondary and post-16 education via three 11-16 schools, with a separate sixth form centre and The Guernsey Institute forming the new post-16 campus at Les Ozouets. We are a long way down the road to delivering the new model – closer than we have been to implementing any other model previously agreed during the the last decade or so where the future of secondary and post-16 education has been such a prominent topic of debate. However, we are conscious there continues to be misunderstanding and misconception about the plans, so have produced this booklet to try and dispel some of the myths around this work, which is so crucial to the successful delivery of education for our young people and the wider community.'

**Nick Hynes**

Director of Education



## MYTH

# “THE NEW SIXTH FORM CENTRE AT LES OZOUETS IS GOING TO COST OVER £100 MILLION TO BUILD” (NOT TRUE)

## FACT

It's very important to remember that the Post-16 Campus is far more than a Sixth Form Centre – it will be the home of States' Post-16 education on the island. The majority of that learning is the professional training and technical and vocational courses provided by The Guernsey Institute. TGI has around 5,000 students coming through its doors every year, ranging in age from age 16 to 99. It also provides a huge range of courses, from apprenticeships to professional qualifications to nursing degrees.

Reflecting this, the majority of the Campus will provide new facilities for the full breadth of The Guernsey Institute's provision, a specialist sports centre, shared spaces for all of the students using the Campus (such as a library), and functional salons for students in areas such as hair and beauty. It does, of course, also include the Sixth Form Centre.

We anticipate that the total construction cost of the Post-16 campus will be between £85.1m and £98.1m. Of this, the Sixth Form Centre is expected to cost between £17.4m and £18.8m.

## MYTH

# “EDUCATION WANT TO SPEND MILLIONS TO MOVE THE SIXTH FORM CENTRE DOWN THE ROAD” (NOT TRUE)

## FACT

While Les Ozouets is only a short drive from Les Varendes, this is not about location. This is about using the space at Les Ozouets to create an adult learning environment for our learners. Whether studying their A-Levels, training to be a mechanic, undertaking a nursing degree, or pursuing a B-Tec in Sport, the Post-16 Campus will house all of our learners in one, fit-for-purpose space.

This campus will serve more than 5,000 vocational, professional and technical learners each year, and will include specialist facilities such as workshops, labs, performing arts and sports facilities.

This will create a genuine adult learning environment to help prepare Guernsey's future workforce for work or further learning, moving them out of a school environment at 16 rather than 18, and giving them the freedoms they deserve as young adults.

Les Ozouets is the best site to realise this vision, as it gives space for the necessary facilities to be created, and for all of the island's post-16 students to study. It will be a major benefit to Guernsey and Alderney, giving better facilities to our future workforce and preparing young adults for the world of work.



## MYTH

**“IT WILL REQUIRE HUGE INVESTMENT TO MAKE LA MARE DE CARTERET HIGH SCHOOL AN APPROPRIATE TEMPORARY SIXTH FORM CENTRE.”  
(NOT TRUE)**

## FACT

LMDC will be operating as the Sixth Form Centre for only a short, finite period. It will not be expensive to ready it for sixth form students in an appropriate and cost-effective way.

A full review of the site and associated arrangements has been completed. They demonstrate that LMDC provides the space and the large majority of the facilities already required for a Sixth Form Centre. It is estimated that only a further £141k is needed to make it fully ready for use in its new, temporary, role.

Of course, running a building of this age has an inherent cost risk – that significant investment will be required to keep the underlying fabric of the building safe and appropriate for use. This is one of the key reasons we have said that this building cannot be a long-term solution for the Sixth Form Centre – we can use the site in the short-term without major investment, but this arrangement cannot last forever. It's the best immediate solution, but not a viable long-term solution, and is dependent on the construction of the Post-16 Campus.

## MYTH

**“THERE IS PLENTY OF SPACE AT LES VARENDES TO HOUSE THE NEW 11-16 SCHOOL AND THE SIXTH FORM CENTRE” (NOT TRUE)**

## FACT

Analysis has shown that there is currently insufficient teaching space at Les Varendes to house an 11-16 school (this is on the assumption it was one of three 11-16 schools in Guernsey – if there were four high schools this would be different) and a separate Sixth Form Centre running as a discrete education institution. External analysis has shown that Les Varendes would require at least an additional 469m<sup>2</sup> of teaching space to support this arrangement.

It would be possible to convert or create new space to address this, but the cost of making the required amendments to the site at Les Varendes to make it suitable space is estimated to be significant. Also, very pertinently, we'd either have to vacate the Les

Varendes site while making the required changes, or run them in a working school environment – it is expected that they are too significant to be delivered in a summer holiday and carrying out the works on an operational site increases costs. Putting this many students on one site would also contradict the preference of the majority of teachers. Their desire, when surveyed as part of the Pause and Review work (published in 2021), was for 11-16 schools to have c. 720 students.

The new, purpose-built, bespoke Sixth Form Centre on Les Ozouets is only a fraction of the cost of the overall Post-16 Campus. Therefore spending a large sum of money on a solution that does not offer the same benefits misses the opportunity to deliver excellent facilities at a reasonable cost.



# LES OZOUETS CAMPUS

## The post-16 campus - Guernsey's potential unleashed

Tomorrow's economy relies upon today's learners so we must invest in them now. We can no longer afford to make-do with facilities that are past the end of their useful life. The island needs to make a generational investment in post-16 education so that we can support learners of all ages to make progress towards their chosen career and support them to make progress or career changes to match the needs of employers and our community.

Guernsey's post-16 campus presents an exciting opportunity for our community. Our young people deserve to progress to post-16 studies safe in the knowledge that their education and career aspirations are matched by an environment and facilities that inspire them and promote and facilitate high quality teaching and learning.

The campus recognises and celebrates that our post-16 learners are maturing into young adults. It offers them a truly adult environment that embeds a culture of life-long learning and active contribution to their local community and, ultimately, prepares them for the changing world of work.

It will be a long-promised centre for all on-island further and higher education and the campus will foster a generational culture change in the way all educational pathways are viewed. It will integrate all learners, via shared spaces such as a library and learning centre and refectory, regardless of their chosen area of study or training: vocational, professional, academic and technical alike. Learners from different study pathways will also share specialist areas like sports facilities, workshops, science labs and performing arts studios, encouraging collaboration.

Students will no longer be frustrated in their learning by dated facilities and equipment, they will be able to flourish in modern facilities and learn with all the tools they need to succeed.



### The organisations and the opportunities: a co-located campus

The States-approved post-16 campus will house The Guernsey Institute and the island's Sixth Form Centre in one, shared, site. It will take advantage of all the opportunities co-location of some shared facilities presents, with the two organisations still maintaining distinct governance and their own unique cultural identity.

- Educational excellence and value for money: bringing all these elements together in one place keeps the costs down while providing the best educational solution for post-16 provision. The Sixth Form Centre will bring many benefits to the campus, and benefit from many other facilities the campus has to offer while only being around one fifth of the overall cost of the site.
- The Guernsey Institute will have its own board of governors under the plans for the new Education Law, while the Sixth Form Centre will be governed and managed as part of the Secondary School Partnership (SSP).
- Countless opportunities: co-location will engender a closer working relationship and will get rid of the age-old perception that one post-16 pathway is better than another, as the campus will emphasise equity and promote parity of esteem for all learners and qualifications offering academic, vocational, professional and technical pathways
- The post-16 campus, through its 1,000-plus learners, will support aspirations to achieve University Centre status, building on existing relationships with universities such as Middlesex, and opening up more on-island higher education opportunities.





## Creating fairness across our 11-16 teaching

Moving our post-16 learning provision into one, adult campus, enables our three 11-16 schools to provide a more equitable learning environment for all students. The States-approved model has three, similar sized, 11-16 schools with all sites benefitting from a Communication, Interaction and Autism base, promoting inclusivity for all students. Our 11-16 schools will now have a similar staffing structure, which is essential to increase the level of pastoral support and provide a broad curriculum offering for all, while providing much needed certainty, stability and clear career pathways to our workforce.

Deputy Andrea Dudley-Owen, President of the Committee for Education, Sport & Culture, said:

"After years of turmoil, it essential that we give our staff and students, certainty and stability in education.

We're creating a mature, adult learning environment which prepares all post-16 students for their next steps in education or employment. The programme of works will move Guernsey's post-16 offering towards a future Guernsey that is unlikely to look like it does today. The education of our young people who are the future fabric and workforce of this Island is critical to the Island's long-term prosperity.

A future educational system must be able to adjust to the changes in technology and the economy; Les Ozouets will serve that purpose in one new facility where every student has access to high-quality learning environment and new increased educational opportunities."

*"It's high time that Guernsey's education system moves forwards and is transformed for the future success of the island and investing in our young people is the only way we can do this."*

Deputy Andrea Dudley-Owen





## MYTH

# “TECHNICAL AND VOCATIONAL STUDENTS AND APPRENTICES ALREADY HAVE ENOUGH SPACE TO LEARN” (NOT TRUE)

## FACT

The Guernsey Institute is currently making use of buildings that needed replacing decades ago to teach its technical and vocational courses. While staff continue to go above and beyond to make this work, the buildings are simply not fit for purpose. The numbers of students pursuing these courses are also increasing. Additional, temporary, space

has had to be built at Coutanchez for the academic year starting in 2023 because the number of construction students has increased, and the existing teaching space simply wasn't big enough.

If Guernsey wants to encourage students to learn trades with local businesses through apprenticeships, it needs to invest in the right teaching spaces and environments.

## MYTH

# “INVESTMENT IN THE EDUCATION ESTATE CAN WAIT” AND “EDUCATION SHOULD MAKE USE OF OTHER EXISTING SITES” (NOT TRUE)

## FACT

The States of Guernsey estate does not contain any other, newer buildings which are suitable for post-16 education. They would all require significant investment to make them appropriate.

The entire further education estate is currently at the end of its life, and investment is needed. Facilities are in poor condition, and at Delancey

and Coutanchez, in incredibly poor condition, and the investment required to repair them would be significant and likely do little more than buy short-term extensions to their working life.

Teaching is currently taking place in buildings with leaks, heating failures and more. Our students and staff deserve and expect better than this, and will choose to learn and teach elsewhere if we do not address it.

## MYTH

# “THE DOING NOTHING APPROACH IS THE BEST APPROACH” (NOT TRUE)

## FACT

It is now too late to 'do nothing'. La Mare de Carteret High School is no longer taking Year 7 students and has started its wind-down toward closure, and integration with Les Varendes High School. It would be irresponsible to attempt to reverse that decision that would mean either an additional move for students back to LMDC, or operating a school with a 'missing year' for the next 4/5 years, which would be hugely inefficient.

It should also be noted that continued uncertainty about the future of secondary and post-16 education makes recruitment challenging. As such we have a number of staff on temporary contracts or in temporary positions. With more certainty, recruitment will be easier.

Finally, the current system is not fair for all. We are operating with one 11-18 and three 11-16 schools. When the agreed reorganisation is implemented, it will not only be fairer, but also more cost efficient.

## MYTH

# “NOTHING HAS HAPPENED TO IMPLEMENT THE MODEL YET, SO IT ISN'T TOO LATE TO GO BACK” (NOT TRUE)

## FACT

In reality, huge amounts of progress has been made to implement the States' resolutions for the reorganisation of secondary and post-16 education. La Mare de Carteret has begun to wind-down and integrate with the newly opened Les Varendes High School, marking a true end of the island's previous inequitable and inefficient system of education, and the start of a non-selective system. Students and staff at both of those schools are now working together as part of that integration. The Secondary School Partnership is further developed than it ever has been, which brings with it significant efficiencies and fairer schools.

The implementation of the new staffing structure is also now well underway. Staff have worked with

senior leaders to develop the new structures, and people are now being job matched to roles within those structures. As of September 2023, 21 staff know their new roles, and a further 130 are being consulted on proposed future positions. This process is due to complete, with all staff knowing their new roles, in early 2024.

The Secondary School Partnership continues to be implemented, bringing together and aligning the secondary schools more than ever, for the benefit of our learners.

Our teachers and school leaders have acknowledged the clear progress that has been made. This progress means certainty and stability for teachers which will improve recruitment and retention rates leading to better outcomes for our learners .

## MYTH

# “COSTS OF THE TEP ARE SPIRALLING” (NOT TRUE)

## FACT

The decision to withdraw from the contract with RG Falla, and the subsequent time required for the States to review its Funding and Investment Plan, have delayed our investment in the Les Ozouets Campus. This has brought cost increases, driven by inflation and market pressures. It's important to recognise this - but to also recognise that it is essential that the new campus is built by a stable and strong company who we are confident can deliver the required facilities.

The cost increases associated with this delay do not translate into a wider loss of control over the Programme's budget. Indeed, the Programme has taken a number steps since the issues of late 2022 to counteract increasing costs. These have included identification of £2.6m of value engineering 'savings'

(avoiding cost without decreasing the quality of the solution) in the Campus design, and has found ways to avoid spending a further £4.2m across the wider Transforming Education Programme.

An example of cost avoidance avoidance is the repurposing of a decision to repurpose an existing building at Les Beaucamps High School to hold a Communication, Interaction and Autism Service (CIAS) base, rather than investing in a new building.

A recent review has found that, overall, all but £300k of the net cost increase experienced in the last year is due to inflationary and market pressures outside of our control. Even when that net cost increase is included, we are delivering the transformation of education within the cost estimate held in the States' overall capital portfolio.



# BENEFITS

## 1 **Benefit - All learners have access to an equitable curriculum offer, and improved facilities and resources.**

The Secondary School Partnership model places equity of educational experience at its heart because no matter which of the island's secondary schools a young person attends, the curriculum choices available to learners will be the same. Previously experiences were likely to have been different.

## 2 **Benefit - Increased capacity for appropriate intervention and support.**

Staff restructuring across secondary education means we can now have the appropriate number of support staff for students. In particular they support well-being, create more inclusive learning environments and assist students with additional learning needs.

## 3 **Benefit - Parity of esteem across all pathways.**

A feature of high performing and successful systems is the value they place on all forms of education. The campus at Les Ozouets will be a centre of excellence for post-16 academic, technical, vocational and professional learning. Students will feel invested in, no matter what their choice of qualification without some pathways feeling like the poorer siblings of others.

## 4 **Benefit - Improved sports, cultural and community assets for the island.**

The Les Ozouets Campus' purpose-built facilities will enhance the island's sporting, cultural and community assets and create an environment for everyone to benefit from. This investment has the potential to increase the number and diversity of competitive sporting events, building on the success of the recently hosted Island Games.

## 5 **Benefit - A better staff structure which allows staff to focus on education delivery, reducing unnecessary workload and staff turnover.**

Our reorganised staff structures will be the same in each of the three 11-16 schools. These structures have been designed as optimal by Principals and have been extensively consulted on with staff and unions. Appropriate administrative and pastoral support roles have been built in freeing up teachers to focus on teaching.

## 6 **Benefit - Delivering on the promises of modern facilities for The Guernsey Institute.**

The Guernsey Institute, and in particular its College of Further Education, has been promised improved facilities for at least two decades. The post-16 campus will deliver on that promise and give technical, vocational and professional learners the specialist learning spaces they need to deliver the wide range of courses in this sector. It will see learners taught in real-to-life environments before moving into the world of work.

