



# Lancing College Estate

Whole Estate Plan

February 2025



## Foreword

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Lancing College was created to transform the lives of children and young people in Sussex through education. Nathaniel Woodard's choice of site and setting were deliberate, driven by his vision to create a place of holistic learning within the natural environment. His choice of architect, master builder, and design for the Chapel and School were equally considered. He wanted a lasting monument to the importance of education.

175 years on, as the custodians of the College and estate, we face challenges that Woodard might not have anticipated, but would no doubt understand, as the entire community strives to maintain the viability of the College in a competitive market whilst respecting his mission and safeguarding the future of the built legacy and the natural capital which he bequeathed to us.

We hope this Whole Estate Plan provides an insight of those challenges, as well as our history and the work of the College today and then charts a way for the journey to come as we strive to continue Woodard's mission, transforming lives through learning, and the exploration and experience of nature, and our built and cultural heritage.

*Headmaster*

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Misty Morning

# Executive summary

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The Lancing College Whole Estate Plan outlines the strategic overview of the Lancing College Estate, its operations, and activities, emphasising its commitment to education, heritage preservation, environmental sustainability, and community engagement.

The plan has been developed in collaboration with key stakeholders and is intended to cover the period from 2024 to 2050. It is designed as a living document, subject to ongoing review and updates to adapt to changing circumstances. The plan is structured around five core aims, each with corresponding objectives aimed at achieving the estate's vision. These aims include excellence in education, cherishing and celebrating the estate's built heritage, operating within environmental limits, delivering nature-based solutions, and fostering connections with communities.

The Estate Plan addresses a wide range of issues, considering historical context and natural landscapes, ownership and governance structure, and the operational environment. It also outlines the ongoing development and evolution of the campus, acknowledging its rich history as the first project in a movement to improve educational opportunities for children in Sussex during the mid-19th century.

The Plan provides insights into the natural landscapes, highlighting the influence of human settlement and the evolving landscape over millennia, as well as the estate's growth and changes over time. The plan emphasizes the estate's role in contributing to the special qualities of the South Downs National Park, promoting diverse landscapes, wildlife, and habitats, and maintaining a strong connection to its wider community.

Furthermore, the plan sets forth a comprehensive approach to sustainability, aiming to improve the environmental performance of the estate's buildings, reduce waste sent to landfill, and transition to renewable energy sources. It outlines the estate's commitment to connect learners with the natural world, optimising the delivery of ecosystem services\*, and engaging in markets for nature-based solutions.

The aims and objectives outlined in the Whole Estate Plan are interconnected through their focus on education, heritage preservation, environmental sustainability, and community engagement.

The plan emphasizes the importance of integrating these elements to prepare students for the future, conserve and celebrate the estate's rich history, operate within environmental limits, and connect with the wider community and economy. These interconnected aims and objectives demonstrate the College's commitment to holistic and sustainable management of its estate.

Ultimately, the Whole Estate Plan serves as a strategic roadmap, aligning with the estate's vision and objectives, to ensure the conservation and enhancement of its cultural and natural heritage, while continuing to deliver excellence in education and promoting sustainability and environmental awareness.

\*Ecosystem services are the benefits that humans receive from healthy ecosystems both directly and indirectly.





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View from chapel roof | A Bolton



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# Introduction

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This document is the Whole Estate Plan for Lancing College Estate, published in February 2025. It has been produced by the College as a management tool and to share with pupils, parents, colleagues, neighbours, friends, partners, and those with an interest in the College and its associated estate.

This Whole Estate Plan provides a strategic overview of the estate, our operations, and activities. It explains what we believe to be important, the imperatives we need to address, where we plan to focus our efforts to do so. It sets out how we propose to play our part in educating exceptional people whilst caring for both heritage and landscape and sharing with the community while addressing the very real challenges to society posed by climate change, nature loss and our reliance on fossil fuels.

The Whole Estate Plan has been produced in collaboration with key stakeholders including the South Downs National Park Authority, the Woodard Corporation, Sussex Wildlife Trust, Adur and Worthing Councils, West Sussex Council, Natural England, and Historic England.

The plan making process was informed by engagement with community and local stakeholders, including an event held at the College on 11th April 2024, and subsequent feedback. We were also pleased to host an exploratory visit from the South Downs National Park Authority Policy & Resources Committee on 21st May 2024. We are grateful for the time taken and feedback received.

## **The document is presented in seven sections:**

- Our aims and plan summary
- Introducing the estate
- History of Lancing
- Operating context
- The estate we know today
- Measuring our impact
- Action Plan

The Whole Estate Plan sets a vision, a set of aims and objectives for the future, and a series of projects and initiatives designed to help achieve them. The vision and these objectives are founded on a full and detailed understanding of the estate's assets, the special characteristics of the areas in which they are located, together with wider policy, political, economic, and social influences. Analysis of these topics is found in the third and fourth sections of the document.

The Plan is designed to cover the period from 2024 towards 2050. It is not a static document, however, but a framework for the management of the estate, and a guide for decision making. The Plan will be reviewed on an ongoing basis and new projects are likely to emerge over time.

The Plan making process has been thought-provoking and will provide insight into the estate for others, as well as a reference point for proposals and initiatives that Lancing College would like to bring forward in the future.

We hope that you find it interesting. If you would like to respond to any of the issues or opportunities raised in this document please get in touch by emailing us via the dedicated address [bursar@lancing.org.uk](mailto:bursar@lancing.org.uk)



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## Authors note

The narrative of this document is informed by key source materials including Lancing College – A Portrait, Our Impact 2022 & 2023, Energy Audit Report by Briar Associates, the Decarbonisation Plan produced by Max Fordham and Genius Energy Lab (November 2024), an advice report by Sussex Wildlife Trust Living Landscapes Team and input from the College Archivist and Chapel Steward.

We also used the Making of an English Landscape by WG Hoskins as a key source for analysis of the evolution of the landscape over time.

Acknowledgements and thanks are made to all those involved in the production and authorship of those documents.

## Photography credits

Sources including College marketing material, and staff and students at the College (individually credited)

We offer our apologies to anyone omitted from the list above.

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Upper Quad; Great School Arches



## Our aims and plan summary

This section provides an insight into our vision, the values that we hold and what this means in terms of our objectives for the Lancing College estate. It explains the drivers and rationale for the approach to future management, and to the new projects and initiatives we hope to bring forward from this Whole Estate Plan.



View over campus to Adur Valley



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Lancing College is a Christian foundation in the Anglican tradition. The College seeks to promote the Christian values which lie at its heart. It seeks to provide a holistic education that nurtures pupil's intellectual, moral, and physical development. It commits to academic excellence, character formation and a sense of community and service. The school endeavours to inspire its pupils to become global citizens who contribute positively, with an emphasis on curiosity and integrity.

In addition to caring for its pupils and staff and achieving excellent educational outcomes, the College is a small landed estate with responsibilities to the built and cultural heritage, and to part of an internationally recognised and protected landscape (the South Downs National Park). The College is committed to protect and enhance the cultural and natural heritage of the precious part of the South Downs we are privileged to own and care for.

We will make more space for nature, and will work hard to become a far lower consumer of carbon and emitter of Greenhouse Gases, addressing our current reliance on fossil fuels (Net Zero target date: 2050) whilst continuing to maintain, preserve and make full use of our heritage buildings for their original purpose.

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Aerial view of campus





## Our vision

Our vision is the ‘big picture’ of what we want to achieve. It is shaped by our views and values, our needs, and aspirations for the estate, for our community, for the landscape, for nature, and for the wider society.

**Our driving vision is that, when considered in 2050, the Lancing College estate will be widely recognised as a centre of excellence for education and an environmental leader in the Woodard Corporation, located in a heritage and nature rich environment where a love of learning is centred in the natural world and the opportunities to meet the societal needs that derive from it.**

We aim to achieve this vision through the approach we take to management, the investments we make, the projects and initiatives we create, and with the support of our colleagues, pupils, partners, friends, and neighbours.

Top: Students  
Bottom: Upper quad



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## Our aims and objectives

Our vision is underpinned by a series of Aims with supporting Objectives. Our Aims are broad general goals presented as a series of thematic outcomes. Our five core Aims are set out below. From these, flow a series of ten Objectives which in turn will drive actions (projects and initiatives).

These Aims and Objectives will act as drivers for our approach to management, to the choices and decisions we take, the things we prioritise and the areas in which we focus our investment.

An educational estate is a complex entity, made up of a series of parts, each individually important and valued, but reliant on the remainder. Our approach must be holistic. Our Aims and Objectives reflect this. They are interconnected and must be progressed as an integrated set of actions.

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Chapel door | Eva





### **Aim 1: Excellence in education**

The College will provide an education that helps pupils develop a love of learning and reach their potential, enriched by the arts, nature, and physical activities. It will prepare and support people of vision and integrity to be of service to their communities, to their families and to our world. This education will take place in a setting that celebrates the landscape and natural world alongside the outcomes of human creativity and endeavour.

**Objective 1: To create an educational campus fit for the delivery of excellence.**

**Objective 2: To remain financially sustainable and fit for purpose.**

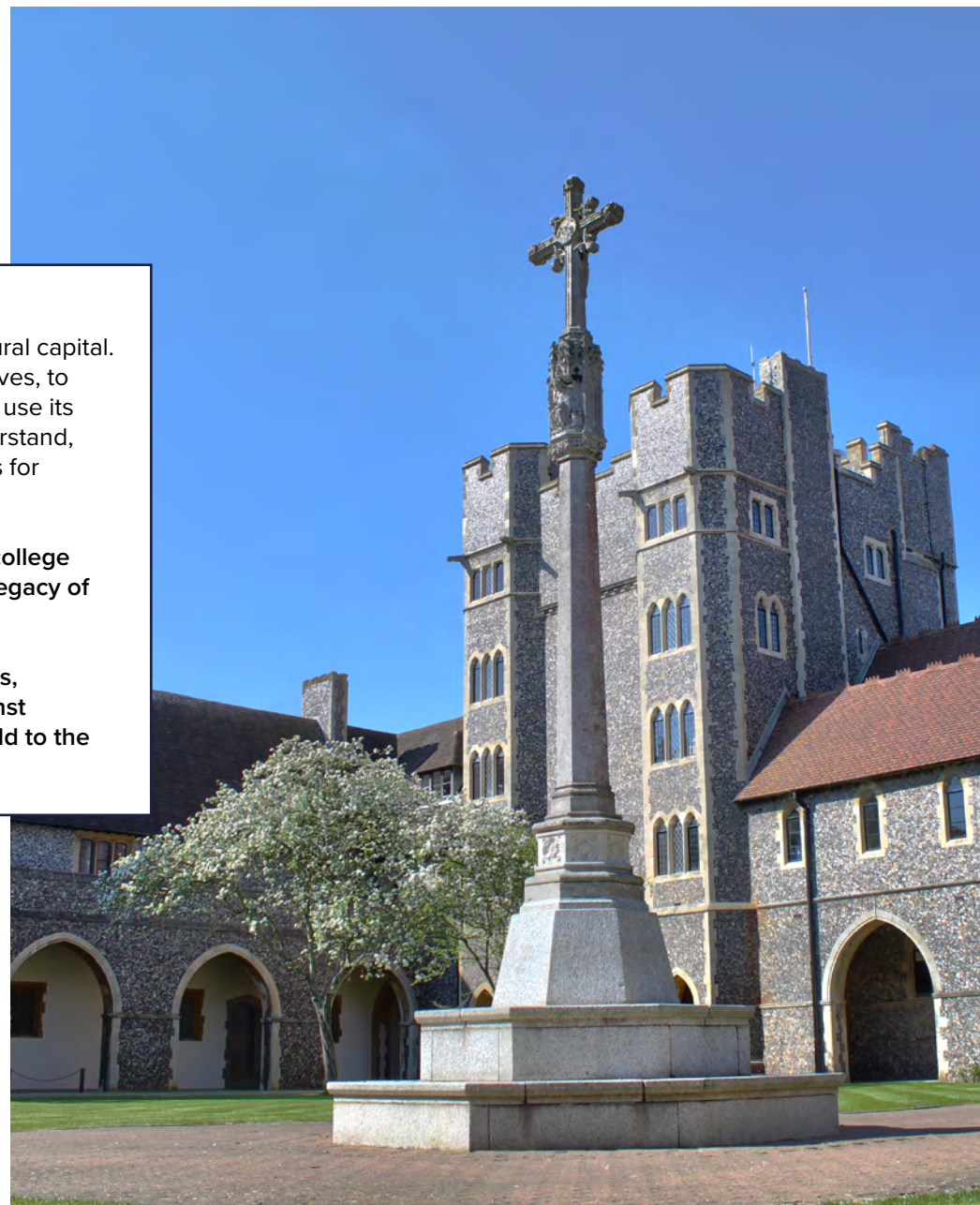


## **Aim 2: A future shaped by the past**

The College will cherish and celebrate its built heritage, natural and cultural capital. It will use the historic buildings, their site and setting to enrich people's lives, to host and inspire pupils, teachers, parents, neighbours, and visitors. It will use its stories, shared learning, and experiences to inform the way people understand, feel and care for the world about them, to push for sustainable outcomes for people, place, and planet.

**Objective 3:** To conserve and enhance the natural capital in which the college sits, the built heritage the College has created and the archaeological legacy of those that came before, using it for education and training.

**Objective 4:** To continue the evolution of the College estate and campus, introducing new sustainable built form to enhance setting, deliver against functional requirements, ensure exceptional (built) performance, and add to the story of the College that will be told in another 175 years.



Sanderson Cross, upper quad



### **Aim 3: Operate within environmental limits**

The College is committed to operating within environmental limits by 2050. This means achieving net zero in terms of our buildings and energy and reducing the volume of waste sent to landfill by 50% of current levels (2023). This commitment comes with both challenge and opportunity.

**Objective 5: To improve the environmental performance of our buildings and teams.**

**Objective 6: To decarbonise our energy resources.**



#### **Aim 4: Shape and deliver nature-based solutions**

The College's primary focus is on delivering against its educational mission and doing so within environmental limits. The use and management of the College's land will be focused on delivering nature-based solutions to meet this objective, utilising Government, public and charitably funded schemes where appropriate. As, and when, this overarching environmental objective has been achieved, the College will explore the potential to generate revenue to support future stewardship of its natural capital from an (established) market for nature-based solutions.

**Objective 7: To connect learners and learning with nature.**

**Objective 8: To optimise the delivery of ecosystem services as public and private goods.**



Ladywell tree planting





### **Aim 5: Connected with communities**

The College's educational mission will be delivered alongside a commitment to connect with communities. This will be achieved by inviting our neighbours into the College to share our celebrations, to utilise our facilities, to join, to share and to enjoy the creative outputs of our College.

**Objective 9: To reach out to our neighbours and invite people in.**

**Objective 10: To invest in a local regenerative economy.**





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Mill Hill view

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### Exploring our objectives

The College's public benefit aim is to prepare young men and women of vision and integrity to be of service to their fellow human beings. Our Aims are focused on this core purpose, whilst providing for a wider set of complementary outcomes that deliver enhanced benefits to society. Set out below are the Objectives we have determined that are needed to deliver our Aims and ultimately ensure the realisation of our Vision.



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## Aim 1: Excellence in education

This is the College's core purpose. To achieve excellence requires a leadership, teaching and support team with the necessary skills, empathy, and commitment. It also requires a campus that provides the appropriate facilities, and that creates and promotes the optimum conditions for learning within the context of community and the wider issues and challenges faced by society.

### Objective 1: To create an educational campus for excellence

The recruitment, training and leadership of the College team is an ongoing process. The College is blessed with a governance and management structure that enables it to attract and retain high quality people. The location of the College on the edge of the South Downs National Park and adjacent to the coast, the natural environment of the College estate, our history and legacy of heritage buildings are all attractors of the people that we need.

The area is an increasingly expensive place to live, with house prices and rents fast outpacing the value of local wages. This causes challenges for our staff and for the College in terms of the ability to attract and retain staff across the range of roles that are needed to meet operational and educational needs. The Estate is lucky to own a number of properties on and adjacent to the campus which are used to house staff together with a series of flats and apartments within Boarding and Day Houses which provide homes and overnight accommodation for pastoral and medical staff.

Matching the availability of housing to need is a constant challenge. As is balancing responsibility for the cost of accommodation between staff and estate. Inevitably factors associated with legacy and past decisions bind and constrain future strategy. None the less our housing stock is a key part of our educational asset and requires due care and attention.

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Top: Science lesson

Bottom: College view



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We need a physically and intellectually spacious living and learning environment that stimulates creativity and innovation, creates the conditions to attract, retain, and develop the skills, imagination, and energy required to serve the needs of our pupils, now and into the future.

Lancing College has a legacy of bespoke design and provision of the built environment and facilities required to deliver at the highest standards. The College has strived to maintain this approach throughout its history, introducing new buildings onto the original campus as required, and doing so in a manner which maintains the overall cohesion and sense of place.

The objective to create and maintain an educational campus for excellence remains core to our mission. We must continually strive to provide the facilities, amenities, and natural spaces needed to support learning, to stimulate enquiring minds and to ensure the health and wellbeing of pupils, teachers, staff, and community.

To achieve this requires constant maintenance and upgrade of existing buildings, and the introduction of new facilities to respond to changing technologies and educational requirements. There is also a pressing need for the College to respond to parent, pupil and staff expectations if it is to remain relevant and competitive. Meeting this objective has required constant change over the College's history and will continue to do so.

Added to this, the inherent and continued growth in the cost of delivering excellent education means that the campus must work harder. Any growth in pupil numbers, or in some instances, the balance of pupil demography, brings associated demand for new and upgraded facilities.

The College's future strategy envisages an increase in pupil numbers from c. 600 to between 660 and 700. This will be a challenge in the current political and economical environment which makes mutual support and partnership with the SDNPA ever more critical.

The College leadership team has identified a series of requirements for alterations and improvements to existing buildings, a move towards energy self-reliance from the onsite generation of renewable electricity and heat, and the introduction of new buildings associated with both maintaining standards and providing for growth across academic, sports, boarding, and ancillary requirements.

Individual proposals will come forward as needed but will be presented within the broader context provided by the Miller Bourne<sup>1</sup> campus focused Masterplan (2023) and this far more holistic Whole Estate Plan.

## **Objective 2: To remain financially sustainable and fit for purpose**

The College cannot continue to operate unless it can remain financially sustainable. The combination of policy driven 'headwinds' (in the form of new tax treatment) and continued cost inflation, especially that associated with our major expenditure items (buildings maintenance, employment, and energy), mean that the College's business model can no longer rely purely on income derived from the purchase of education.

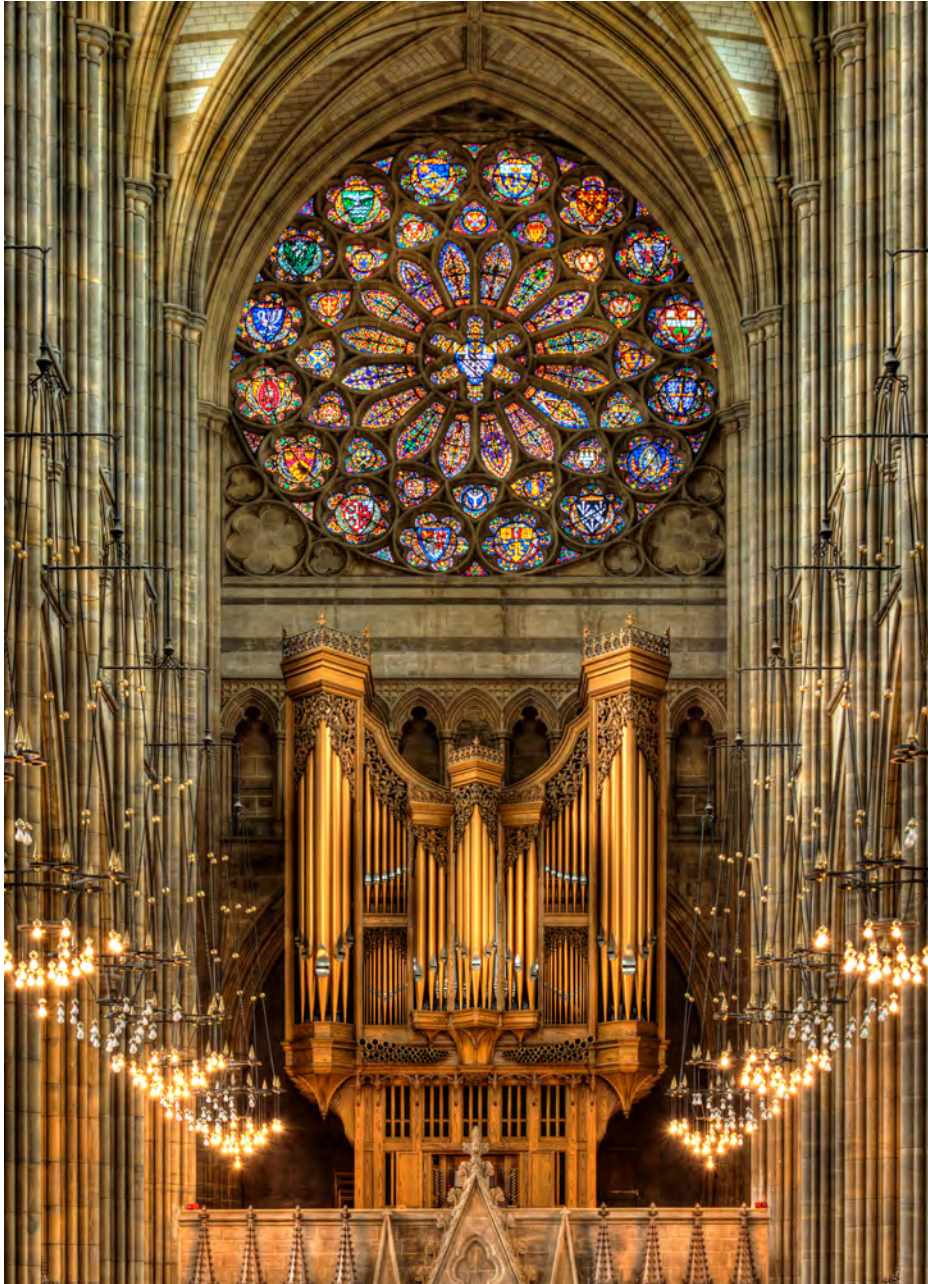
It is now vital that the College broadens its business and derives increased revenue from commercial activities. We have already developed a successful enterprise delivering both residential and day Easter and Summer schools. We also benefit from income generated from property lettings across our housing portfolio and the Hoe Court Equestrian Centre.

But our estate must work harder. We must make best use of our land and property assets, our infrastructure, and facilities. Consequently, we will look at opportunities to develop a wedding and events business, to create a new commercial visitor facing enterprise (perhaps with café) in the former College farm yard and buildings, and to embrace the emerging market for Nature based solutions where appropriate.

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<sup>1</sup> The Miller Bourne Masterplan is an 'internal' College document. It provides a comprehensive analysis and masterplan and will be used to inform decisions around the provision of further facilities on campus and to support associated planning applications.





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## Aim 2: A future shaped by the past

Lancing College has a rich history as the first project in a movement to improve educational opportunities for children in Sussex during the mid-19th century. The College is the founding member of what became the Woodard Corporation. This rich cultural heritage comes with an equally significant built heritage that includes the Grade I listed College Chapel, the Grade II\* listed Quads, associated Great School and their shared setting.

Woodard's original buildings form the heart of the College today and, despite the inevitable challenges associated with ageing are still used for their original purpose.

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Lancing College Chapel rose window and organ | Tony Watson



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**Objective 3: To conserve and enhance the natural capital in which the college sits, the built heritage the College has created and the archaeological legacy of those that came before, using it for education and training**

The College has a core responsibility to look after its built heritage and to conserve and enhance where necessary. This requires constant maintenance of the historic fabric and careful stewardship of the environs to conserve their significance. This responsibility is delivered annually by a dedicated team of craftsmen, groundkeepers, supervisors and enabling advisors.

Beyond the 19th-century built heritage on the College site the wider estate forms part of a far longer living history. People have made their lives in the downland, valley, and coastal landscape over millennia. There is evidence of thriving neolithic, iron, bronze age and medieval settlements, of farming, mining, salt making, fishing and trading on both high downland at Cissbury Ring, Park Barrow, Thundersbarrow Hill, and in the Adur Valley at Old Erringham.

The natural capital that forms the Lancing College estate is part of this wider cultural landscape. Whilst the focus on educational use and needs has inevitably changed local character in part, the contribution that the estate makes via the landform of Lancing Hill, the ecological importance of the Ladywell Valley and the connectedness of the River Adur with its floodplain, on the lower ground, remain important. The conservation and enhancement



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Aerial image of campus

of these features and the functional contribution they make to the wider South Downs landscape character, to its cultural, built, and natural heritage are important and key drivers of the estate's management.

The cultural, built, and natural capital of the Lancing College estate is an important teaching and learning resource. The College seeks to make full use of these assets in its educational programmes, both for its pupils and for the groups that engage in its wider programmes. The curatorial team at the College are responsible for the care and use of the College's archives. They use these to capture, inform, teach and as a basis for further investigation of the heritage and history associated with the College, and of which it forms part. They will continue this work with the view of generating wider shared knowledge and understanding.





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They will work to make links between the built and natural heritage, the role that buildings play in enhancing landscape character and the value offered by daily exposure to natural and cultural capital within both education and everyday life.

They will work with staff, pupils, and students of all kinds to seek connections between the way that land was used to sustain and enhance life over time, and the lessons learnt for the use of land to meet the societal needs of the future.

**Objective 4: To continue the evolution of the College estate and campus, introducing new sustainable built form to enhance setting, deliver against functional requirements, ensure exceptional (built) performance, and add to the story of the College that will be told in another 175 years.**

The Lancing College campus has been in constant evolution since it was acquired in the 1850's and the first building works commenced. This evolution must continue if it is to remain relevant and competitive. It is crucial however that all change is delivered in a way that drives and enhances the overall sustainability of the College as a place of learning, but also as a site of cultural, built, and natural heritage.

New buildings must be carefully designed and introduced in a way that fully respects the significance of heritage, of the setting and of the landscape character, yet must add to the environmental performance of the campus and to the College's offer to parent and pupil if the College is to survive for another 175 years.

This set of requirements calls for careful master planning, design, and choice of materials. It requires a level of pragmatism about what can be achieved, and what is needed. A holistic approach is required that delivers for pupils and the College whilst respecting what is important to the community and the significance, needs and sensitivities of heritage, landscape, and environment.

The College estate will evolve through changing land use. This will be likely to include reversion from arable cropping to restored chalk grassland, continued natural regeneration of scrub and woodland in the Ladywell valley, and perhaps the introduction of lavender.

All proposals for change will be set within a full appreciation of the significance and setting of heritage assets, both individual buildings and the functional cluster that the College represents.

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Aerial image of campus

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### Aim 3: Operate within environmental limits

The Lancing College estate is an environmental asset but also a net consumer of natural resources.

The estate's land, streams, woodland, and hedgerows are important natural capital assets that generate a range of beneficial ecosystem services. Future management can increase the volume and value of these ecosystem services, especially if the estate collaborates with others to generate bigger, better, or more joined-up land use transformation and management.

The College is a net consumer of natural resources due to its requirement for heat, light and power, the materials used in the construction of its buildings and infrastructure, in the maintenance of its grounds, consumption of food, cleaning products, and associated packaging, laundry, its farming operations and travel associated with staff, pupils, educational, leisure and community outreach activities.

The College's operation as a boarding school limits some daily consumption of fossil fuels associated with travel but increases other consumption associated with food and living and travel to and from school from overseas.

The College campus consists of a large area of roofs and impermeable surfaces. We will increase our focus on surface water capture and reuse, storage, natural retention and sustainable drainage as we review and develop our approach to management.

The environmental costs and impacts associated with the activities of the Lancing College Estate and their contribution to climate change, nature loss and societal inequality are taken very seriously by Governors, staff, and pupils alike. The Estate is keen to take the actions necessary to decarbonise our energy and move towards a Net Zero and Nature Rich operating position, whilst maintaining its responsibilities to cultural, built, and natural capital and landscape character.

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Misty morning | John Ferris





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### **Objective 5: To improve the environmental performance of our buildings and teams**

The College has a legacy of historic and heritage buildings with poor environmental operating performance but a valuable store of embodied carbon. We aspire to improve the energy performance of our buildings, where this is consistent with their heritage significance and setting.

We have implemented recommendations from the 2014 Heating Strategy Study which has led to significant improvements in the performance of boilers and the energy efficiency of lighting. A study of energy consumption and efficiency undertaken in 2020 has identified a series of further steps that we can take to improve the energy efficiency of our buildings. We have recently completed a Decarbonisation study which sets out a path to achieve Net Zero building performance. This includes recommendations relating to fabric improvement to enhance thermal and energy efficiency. These are likely to include solid wall insulation, loft and roof insulation, insulation of suspended ground floors, draught proofing, and double/secondary glazing where achievable.

The College has a wealth of human intelligence and creativity, which aligned to the will to make a difference can drive positive new environmental behaviours. We are reviewing waste streams to increase the percentage of recycling to a minimum of 50% of waste against current (2023) levels by 2050. We plan to further reduce this to 100% as soon as this is achievable with the benefit of the energy from waste management.

We will design sustainable drainage solutions into new developments and look to introduce nature based solutions where-ever possible.

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Quads aerial



### **Objective 6: To de-carbonise our energy resources**

Improvements in thermal and energy efficiency alone will not be sufficient to address the environmental and climate impacts of our energy use. We need to move away from the use of fossil fuels to generate power, heat and hot water. This will require investment in both low and zero-carbon technology as well as the on-site generation of renewable energy.

The Decarbonisation Plan produced by Max Fordham and Genius Energy Lab (November 2024) sets a clear path to decarbonising our energy use. In addition to reducing demand via fabric improvements this comprises the removal of fossil fuels and electrification of all heating via the use of heat pumps enabled by on site generation of renewable energy by photovoltaic panels. We will invest in ground mounted PV generation, associated battery storage, and distributive technology to harness, store, and effectively consume our own renewable energy. We will transition our vehicle fleet, ground maintenance machinery and equipment to battery, EV and self-charging hybrids and work with staff, who travel to work, to reduce the number and length of journeys undertaken using fossil fuel powered vehicles.



#### **Aim 4: Shape and deliver nature-based solutions**

The potential offered by nature-based solutions to many of the key challenges faced by society is increasingly appreciated. It is generally understood amongst policymakers, and has long been known by land managers, that land, its use, and management is a key tool in delivering climate resilience, biodiversity abundance and nutritious food. The quality and importance of the positive physical and mental health outcomes associated with access to the countryside and exposure to nature are also increasingly recognised, especially when this access can be enabled close to where people live.

The increased focus on nature-based solutions by national and local government, and the emergence of private finance and markets for nature-based solutions, offer a new source of capital and revenue for many landowners.

Lancing College estate is very aware of this opportunity, not only to generate increased revenue and attract capital, but also as a focus on learning and understanding and for pupil and staff welfare.

As an educational resource with charitable objectives linked to educational outcomes the priority beneficiaries from the delivery of nature-based solutions across the estate are pupils, staff, and because the College forms part of the wider community, its neighbours and those who live in the local area.

Top: Ladywell tree planting  
Bottom: Poppies



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### **Objective 7: To connect learners and learning with nature**

The educational objective of the College is to prepare young men and women of vision and integrity. These values will enable them to forge successful careers and be responsible citizens with a commitment and care for people, place, and planet.

The Lancing College campus has been designed with education as its core purpose. It is however part of a larger estate which in turn is connected to the wider landscape which forms part of the South Downs National Park and which performs an important function connecting the coastal communities of Shoreham by Sea, Lancing and Worthing with the countryside inland of them.

To achieve its educational purpose, the College must encourage and enable its staff and pupils to look beyond the campus and outwards towards the chalk downland, river valley and coast beyond. The College must deliver an education that is set within the wider landscape, and which introduces its pupils to the role that land plays in meeting the increasing range of needs that society has from it.

At Lancing College, achieving excellence in education means connecting pupils to the natural environment, and the ecosystem services that regenerative management can provide, as well as to the history and heritage of the built environment across the campus, and the contribution that this makes to landscape character and cultural capital.

The College will continue to use its land as an educational resource, in terms of the setting and access to nature that it provides for its pupils, staff and visitors, the teaching of natural sciences, connecting experience of food with growing and husbandry, sharing experience of the natural world, connecting our pupils with the special qualities of the South Downs National Park, and informing people of all ages of the value and benefits arising from regenerative land management and the ecosystem services they generate.

Opportunities will also be taken to inform and educate learners in nature-based solutions as a specific area of study (theory and practice) and to connect with other local voluntary organisations and land managers such as the Woodland Trust at Lancing Ring Nature Reserve.

This insight will be extended to the pupils of our Prep Schools in Hove and Worthing, to the children of Little Lancing Nursery and Forest School, and to other schools and youth groups in the locality.

### **Objective 8: To optimise the delivery of ecosystem services as public and private goods**

In so far as it is consistent with educational use, Lancing College estate land will be managed to aid nature recovery, support the generation of renewable energy, reduce the contribution to global warming from oxidation, enhance cooling through transpiration, permanently remove carbon from the atmosphere by the natural regeneration of woodland, increase wildlife connectivity, improve water quality, reduce storm water runoff and nutrient leaching, the restoration of chalk grassland and wetlands and regeneration of the 'soil carbon sponge'.

Flows of surface and ground water have practical as well as ecological consequences. The College campus and playing fields are susceptible to flows of surface water from higher ground to the west. The estate's land also contributes to flows to the north into Ladywell Stream and south and east towards North Lancing and the River Adur. Playing fields are affected by ground water levels associated with the Adur floodplain as well as surface run off from the campus. Opportunities exist to slow flows and increase the 'holding capacity' of land.

We will work with partners to attract funding from public and private sources to help deliver these outcomes. We are particularly interested in the opportunity to work with Adur & Worthing Councils on their Nature Recovery Strategy and to join the efforts associated with Weald to Waves and the Adur River Landscape Recovery Project, the saltmarsh and inter-tidal creation at Pad Farm and the restoration of species-rich chalk grassland on Lancing Hill. We will also investigate opportunities offered by natural flood management, informed by the SDNPA Flood Management Guide and explore the potential to work with the Aquifer Partnership, perhaps as part of their Living Coast initiative.

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## Aim 5: Connected with communities

It is too easy, from our perspective, to focus first on the College community, and to look next towards our friends and partners across the Woodard Corporation network. We know this is just part of the community to which we belong.

This includes our neighbours and those who live locally in North Lancing, Lancing and Shoreham. Those associated with affiliated schools, those who come to the College for summer and easter schools and the myriad of organisations we work with as we care for our environment, for our landscape, and for our cultural, built, and natural heritage.

It is important that we live our values. This means not just following through on our commitment to educate young men and women of vision and integrity to be of service to others, but to ensure that the College community are of service to others.

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Lancing College Founders Day





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### **Objective 9: To reach out to our neighbours and invite people in**

Our College community will work to make people's lives better in other communities within and beyond the South Downs National Park. We will do this via our volunteering programmes and collaborating with others where this will increase our impact.

In so far as is consistent with our safeguarding responsibility, we will share the experience of the College, its heritage, landscape setting, its cultural capital and creative outputs, its amenities and sporting and recreational opportunities with the wider community. Specific opportunities will include our working relationships with the local maintained primary and secondary school sector, our engagement with local and national charities, and our links with local community groups and enterprises.

### **Objective 10: To invest in a local regenerative economy**

We will optimise our purchasing with local companies, seeking out regenerative businesses that operate within the South Downs National Park and in Sussex. We will champion locally produced food in our Dining Hall, Boarding and Day Houses, and café, working directly with local producers wherever possible. We will enable our staff and pupils to support local organisations, initiatives and events using their time and expertise (in so far as the engagement is consistent with our safeguarding responsibilities).

## **Projects and initiatives**

These objectives will generate a programme of projects and initiatives, some of which will require physical development, others not. This programme will be set out over the period of the Whole Estate Plan and will be split into short, medium, and longer term timeframes. Many of these projects and initiatives have already been introduced in the earlier narrative associated with our objectives.

Some of these projects will require regulatory approval by the South Downs National Park Authority and other key stakeholders such as Historic England, Natural England, and West Sussex County Council. All will need, or at least will significantly benefit from, the support of our neighbours and the local community.

Projects will be brought forward in a way that ensures full visibility to interested parties and which provides for open consultation, feedback, and an iterative design process. Initiatives that don't require planning permission, but will bring demonstrable, or material change that affects third parties, will be similarly treated.

The final part of this section provides a summary of projects and initiatives that we expect to bring forward via the Whole Estate Plan and provides some insight into how these are linked to and will help to deliver the aims and objectives set out within the South Downs National Park Partnership Management Plan.

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## Summary Project Plan

A summary of projects and initiatives is provided below. This shows outcome, links to Whole Estate Plan objectives. Further detail, with commentary on timing, is provided in the Action Plan section at the end of the document.

We believe that these projects and initiatives are well considered, justified and are proportionate. It is our view that once delivered they will help to secure a bright future for the College estate, for the landscape and community of which it forms part.

They will also make a significant contribution towards meeting the ambitions and outcomes set out in the South Downs National Park Partnership Management Plan 2020 – 2025. We have shown the connectivity of each project from our core ambitions through to the Partnership Management Plan aims and objectives in Table 1 overleaf. This demonstrates that our projects and initiatives will contribute to each of the 10 outcomes set out in the Partnership Management Plan 2020 to 2025.



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Lower quad aerial



**Table 1: Projects, initiatives, and outcomes**

Project(s) or Initiative(s)	Outcome	WEP Objectives	Contribution towards SDNPA PMP 2020 – 2025 Aims & Objective No.
<b>Natural capital enhancements.</b> Arable reversion to chalk grassland on Lancing Hill; on site BNG uplift and possible off-site nature-based solutions for third parties; collaboration on River Adur restoration	Reconnecting the estate landscape with its functional past. Support nature recovery at scale. Demonstrating Nature Based solutions in practice.	1: An educational campus for the delivery of excellence. 2: Financially sustainable and fit for purpose. 7: Deliver a nature-based education. 8: Optimise the delivery of Ecosystem services.	1. Landscape & Natural Beauty. 2. Increasing resilience. 3. Habitats & species. 9. Great places to live.
<b>Renewable energy generation.</b> On site generation of renewable energy from solar thermal, PV and heat pump technology.	A more resilient and climate friendly campus and enterprise. A demonstrator for integration of renewable energy generation with heritage buildings and their settings.	2: Financially sustainable and fit for purpose. 5: Improve the environmental performance of buildings. 6: De-carbonise our energy.	2. Increasing resilience. 8. Creating custodians. 10. Great places to work.
<b>Campus improvements</b> and enhancements that will retain and attract parents and pupils. Key projects are likely to include a new Boarding House, Performing Arts Centre, Science building & associated classrooms.	A competitive College offer that attracts and maintains pupil numbers, creating new jobs, safeguarding existing employment.	1: An educational campus for the for the delivery of excellence. 6: Continue the evolution of the College campus.	4. Arts & Heritage. 6. Lifelong learning. 8. Creating custodians. 9. Great places to live. 10. Great places to work.
<b>Diversify the College enterprise.</b> New commercial enterprises including the re-purposing of the former College Farm buildings and yard to a visitor facing use, new College Visitor Cafe.	Additional revenue surplus to meet the College's wider responsibilities.	2: Financially sustainable and fit for purpose. 3: Conserve and enhance the built heritage. 4: Continue the evolution of the College campus. 9: Reach out to neighbours and invite people in. 10: Invest in local regenerative economy.	4. Arts & Heritage 5. Outstanding experiences. 7. Health & Wellbeing. 9. Great places to live. 10. Great places to work.
<b>Connecting learners and community with nature and heritage.</b> Continuing access to College by local community groups such as the Lancing College Swim Club, for local elite swimmers, further encouraging local nature special interest groups, leavers services for local primary school children in the Chapel, and special needs school farm visits. Reintroducing the professionally managed 10km runs across the estate.	A cohort of informed and empathetic leavers, local community groups and visitors inspired by heritage and nature.	3: Conserve and enhance the built heritage. 7: Connect learners and learning with nature. 9: Reach out to neighbours and invite people in.	1. Landscape & Natural Beauty. 2. Increasing resilience. 3. Habitats & species. 6. Lifelong learning. 8. Creating custodians.

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## Timeframe

The Whole Estate Plan has been designed to cover a period from 2024 running up to 2050, a timeline deliberately chosen to provide a realistic period to enable us to plan for and make significant progress against our most challenging objectives, those associated with decarbonising our energy, moving towards energy self-reliance and Net Zero.

It should be recognised however that no plan should be cast in stone and immune from review. Circumstances change and it may well be that the College will want to update this Plan at some point in the future. If this proves to be appropriate, we reserve the right to do so. Any such revision would involve the appropriate level of stakeholder engagement and wider consultation.

## Timing of projects and initiatives

The timing of project delivery is inevitably uncertain. The projects and initiatives included in the Plan are at different stages of development. We have sought to provide some insight into timing and priority within the Action Plan section below. Further details will emerge in the public domain as they are sufficiently developed. The visibility provided by this Whole Estate Plan will ensure that those with an interest in any or all the proposals will be fully sighted as and when they appear.

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View to Shoreham on Sea and beyond | J Hutcheon





# Introducing the estate

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This section provides a high-level introduction to the Lancing College Estate. It goes on to offer an insight into the ownership and governance of the estate and finally offers some analysis as to how the estate contributes to the Special Qualities of the South Downs National Park.

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Aerial image of Lancing College land ownership | © Google

## Lancing College Estate

The Lancing College Estate sits on a spur of land above the River Adur, outside Shoreham by Sea in West Sussex. The Estate is, principally, a business with the purpose of educating students although with a landholding, of circa 158 hectares, land management, stewardship, an appreciation of nature and the local environment form an integral part of its function.


### School

The Estate is home to Lancing College, a co-educational boarding and day school, for 13-18 year olds. The College was established in 1848 by Nathaniel Woodard, initially in Shoreham but the following year he purchased the land on which the current College presides and set about designing, with RC Carpenter, and delivering the first stages of the built form as it is seen today. Following completion of the first buildings, the school relocated to the site in 1857.

The College was set up to offer 'affordable education in a Christian community away from the noxious influences of home'. Currently there are 600 students (60% of whom are boarding) who live and learn on the estate.



Map showing estate location within wider context

 Estate Boundary



The built form of the College dominates the local landscape, looking out over the English Channel. It is situated on the edge of the South Downs National Park, in the Adur and Worthing Councils area. As the crow flies Lancing College is c 1.6 miles to the coast at Shoreham to the south, c 11 miles to Brighton to the east and c 6 miles to Worthing to the west.

The whole landholding is essentially pentagonal, measuring c 1.5 miles from east to west and about 700m from north to south at the wider end. It forms part of the southern fringe and boundary of the National Park, bounding the A27 arterial south coast main highway to the north of Shoreham Airfield

The full perimeter of the landholding is in the region of 4 miles. The circa 158 hectares of land (less circa 30 hectares for the school and associated space) is a mix of chalk downland, with pockets of clay, including 11 hectares of scrub and woodland.

The land variously forms part of the southern edge of the chalk escarpment of the South Downs and the floodplain of the River Adur. It includes the key landmark of Lancing Hill, forms part of the catchment for the Adur, and of the watershed and the southern bank of the Ladywell Stream, an important chalk stream and associated habitat.





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## Lancing College

Lancing College is a Christian foundation in the Anglican tradition. Founder member of the charitable Woodard Corporation, the College is a private, fee-paying school that educates children and young people from the age of 13 to 18.

### Campus

The Lancing College campus comprises a collection of historic buildings, created during the 19th century to house the school, together with a portfolio of modern additions to address the changing needs associated with educational and sporting facilities, school, and estate administration and 'campus' living.

The College Chapel, situated on the south-eastern corner of the Downs escarpment overlooking the River Adur and Shoreham beyond is a well-known landmark on the south coast, is visible for miles out to sea and along the coastal route.

The built environment of the College extends in all to some 21,200 sq metres, circa 60% of which is over 100 years old. The estate property includes 77 dwellings, a combination of 38 freestanding properties and 39 flats and apartments within the educational buildings.



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Top: DT Centre

Bottom: Preparatory School at Hove



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## Activities

Lancing College educates c 1,100 children from UK and abroad across its three preparatory and single senior school. The Lancing College campus houses the senior school and hosts c 600 pupils, 60% of which are boarders and who live on-site during term time. These pupils are supported and educated by a permanent staff of 335, around 100 (30%) of which also live on site in College owned and maintained property.

The College also operates a land-based business which includes farming, woodland and environmental land management. It owns an equestrian centre, operated by a tenant, which provides access to equestrian activities and related learning opportunities to pupils, local communities and specialist groups.

The College also maintains extensive sports facilities (indoor and outdoor), many of which are available for use by the local community and organised groups during the school holidays. The College also maintains the Lancing College Chapel, an iconic and important ecclesiastical building. The Chapel is used daily by the school during term time but is also made available to the wider community at weekends and during school holidays.

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Top: Chapel

Bottom: Cricket field



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## Ownership & governance

The Lancing College Estate is owned by Lancing College Ltd<sup>2</sup>. Lancing College Ltd was created in 1999 as a registered charity and is a wholly owned subsidiary of The Woodard Corporation. The farming, nursery and property letting business of the Lancing College estate is operated under the auspices of Buxbrass Ltd<sup>3</sup>, a wholly owned non-charitable subsidiary of Lancing College Ltd.

Both companies are managed by a team employed by the Lancing College Governors. The Governors are represented on the boards of both companies.

The College is led by a Headmaster who is supported by an executive team including a Bursar, 2 Deputy Heads, 4 Assistant Heads and a Director of External Relations and Communications. This executive team is supported by 12 Governors who also provide oversight and ensure that the company meets its charitable objectives. There are over 250 people dedicated to teaching and caring for the students, and the smooth running of the College (with additional staff at the two prep schools in Hove and Worthing). The senior management team have the responsibility for running the school, the wider estate, and maintaining the heritage assets.

The College is run through a series of committees chaired by either a representative of the Governors or the Headmaster.

## Charitable objectives

In setting the College's objectives and aims and planning its activities, the Governors, as the charity trustees, have complied with the duty in s.17 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the public benefit requirement under that Act.

Lancing College Limited is a charitable trust, which seeks to benefit the public through the pursuit of its stated aims. Fees are set at a level to ensure the financial viability of the College and at a level that is consistent with its aim of providing a first-class education to all pupils. The College's charitable objectives are 'to promote and extend education', and these objectives are recognised as benefiting the public when pursued in the context of formal education in a body where all surplus funds are re-invested. The Woodard Corporation, and the schools it owns, are charitable bodies, with no external shareholders and no possibility of making distributions, including in the form of dividends. All surpluses are re-invested in education.

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<sup>2</sup> Company number 03779985

<sup>3</sup> Company number 01579797



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## Contributing to special qualities of the South Downs National Park

Lancing College Estate is a tiny part of the South Downs National Park, but it contains and contributes to several of the seven special qualities agreed by the South Downs National Park Authority in 2011 (after its designation in 2010).

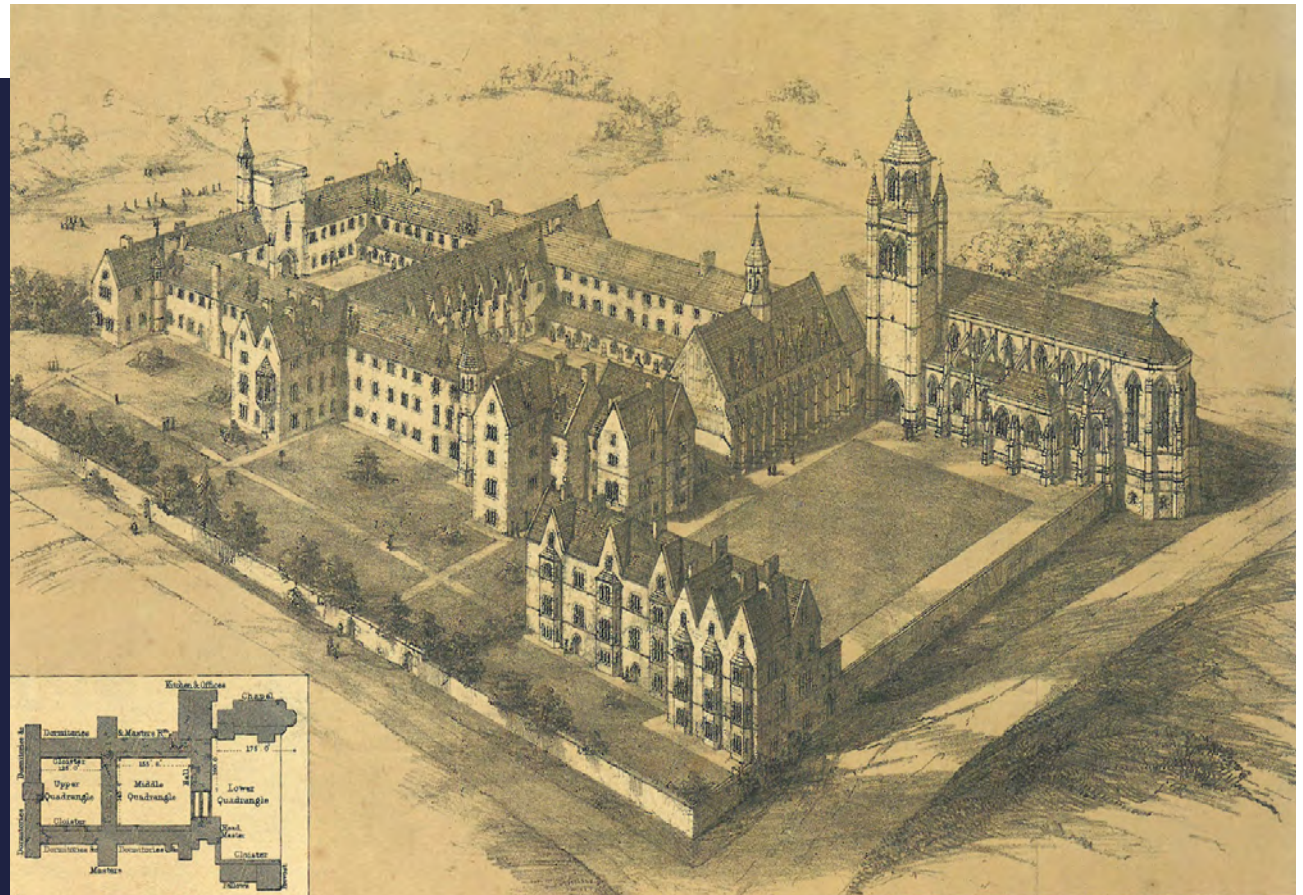
### The Lancing College Estate hosts and provides:

- Diverse, inspirational landscapes and breathtaking views, some of which have been celebrated in art and literature and which can be enjoyed from public footpaths, the highway network, and the sea off the south coast of England.
- Rich variety of wildlife and habitats including internationally important species such as Chalk Streams, Grey Partridge, and Lapwing.
- Tranquil and unspoilt places such as Lancing Hill and the Ladywell valley.
- An environment shaped by centuries of farming, embracing new enterprise in the Equestrian Centre and nature-based solutions.
- A space dedicated to learning, sport, and physical recreation.
- Well conserved historical features and a rich cultural heritage typified by the College Chapel and courts/quads but including natural features and ancient drove routes.
- A distinctive educational community with pride in its mission, history and achievements and a strong connection to its neighbours and the wider community of the South Downs National Park.



# History of Lancing

This section tells a story of place. It provides an insight into the natural landscape of the area built from its geology and topography and then goes on to explore how this landscape has evolved over millennia of human settlement and influence, including the story of the making of the Lancing College campus that we know today.



R.C. Carpenter's original design for the school



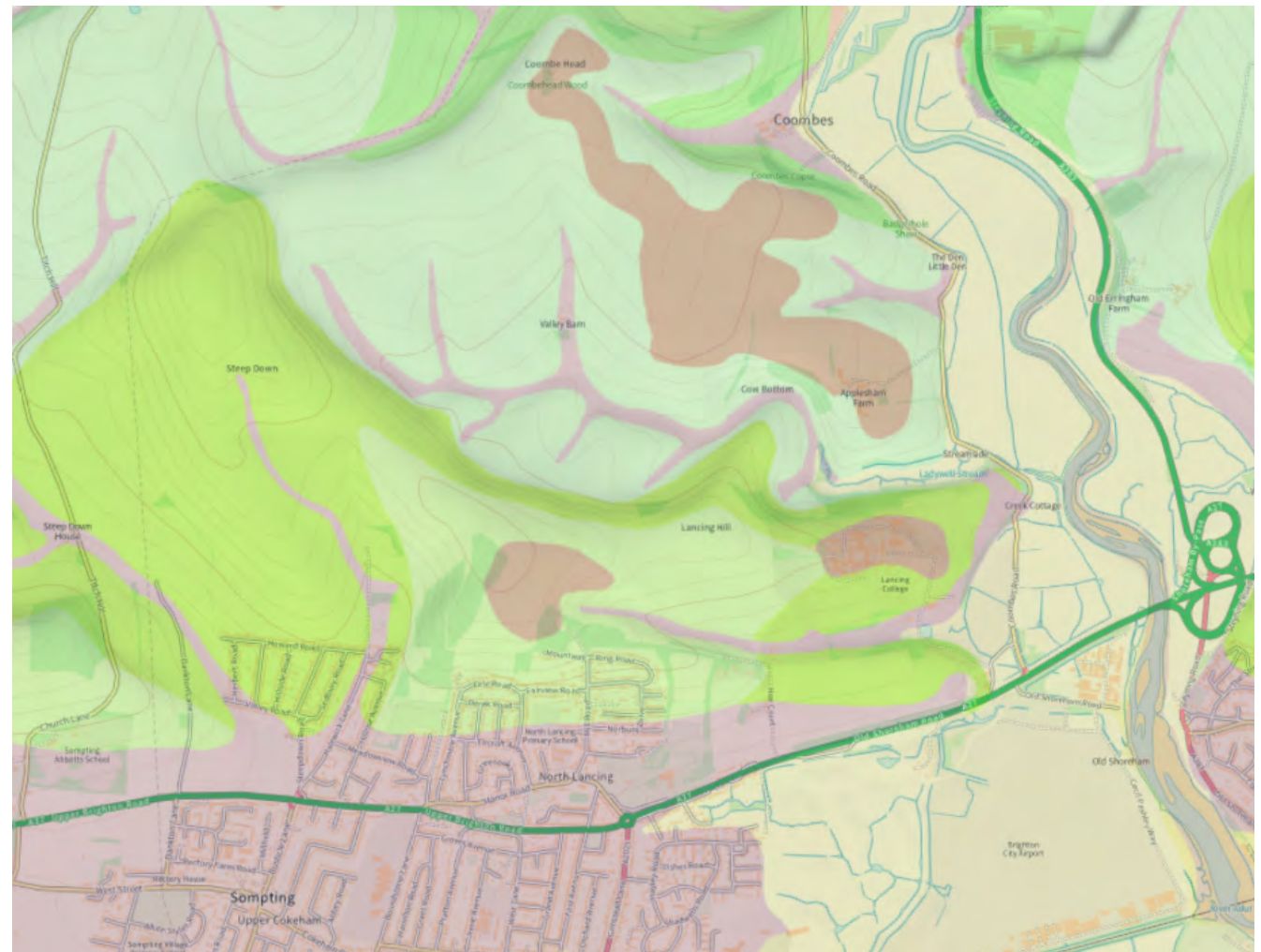
## Natural Landscapes

The landscape of the Lancing College Estate is a combination of natural form and subsequent human intervention over millennia via management and designed land use change. A detailed analysis of the different natural landscape character areas can be found in the South Downs National Park Authority's Landscape Character Assessment 2020 where the Landscape Character Areas most relevant to the Lancing College Estate are the Adur Valley Sides (G3) and the Arun to Adur Open Downs (A3).

The base structure of the landscape is provided by geology and resulting topography.

Geologically the estate is formed of chalk bedrock formed between 86 and 72 million years ago during the Cretaceous period. The land on which the campus sits and that of Lancing Hill to the east and south has thin overlying soils associated with its position on the southern downland scarp slope. The lower land to the west lies within the floodplain of the River Adur and is overlain with superficial deposits of alluvium (clay, silt and peat) formed between 11 thousand years ago and the present during the Quaternary period.

Extract from BGS Geology Viewer

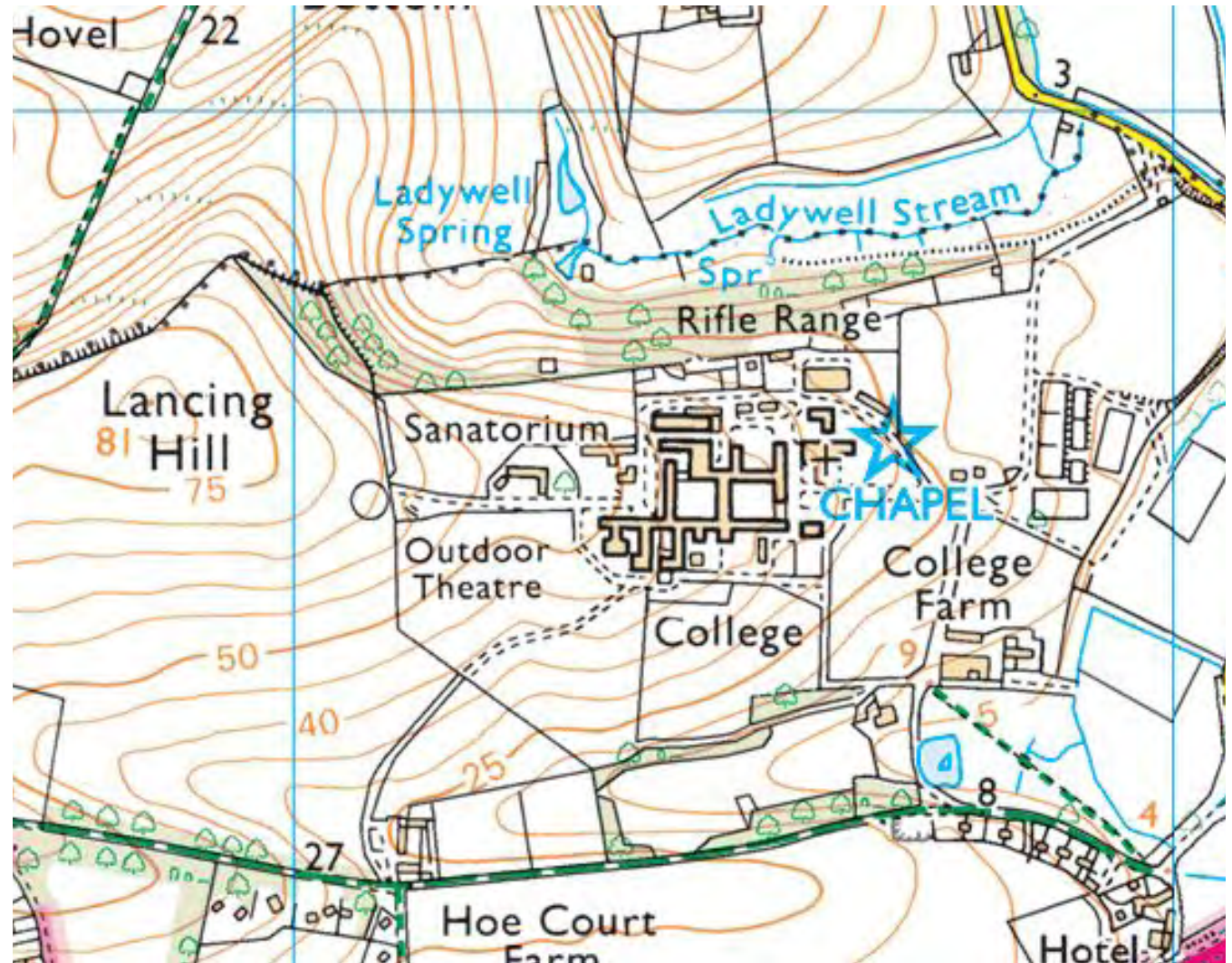


	Clay with flints Formation - Clay, silt, sand & gravel		Tarrant Chalk Member - Chalk
	Head - Clay, silt, sand & gravel		Yellow - Alluvium - Clay, silt, sand & peat
	Newhaven Chalk Formation - Chalk		Beach & Tidal Flat Deposits - Clay, silt, sand & gravel

The topography of the Lancing College Estate is dominated by the relationship between the chalk downland, the southern escarpment and eastern escarpment to the Adur Valley and its associated floodplain. From the high point of Lancing Hill, some 81m above sea level, the estate's land falls steeply to the south towards Hoe Court and the coastal strip.

The land falls more gently to the east and forms a plateau above the river valley. This forms the elevated promontory on which the College sits, with the Chapel on the most exposed part of the site at some 35m above sea level.

The land then descends to the Adur floodplain, where prior to drainage, the estuarine marshland would have extended into the estate at the southwestern corner, where the access road is sited. Here the land is less than 5m above sea level. The former College Farmhouse (now Headmaster's house) was at one time a ferryman's cottage!





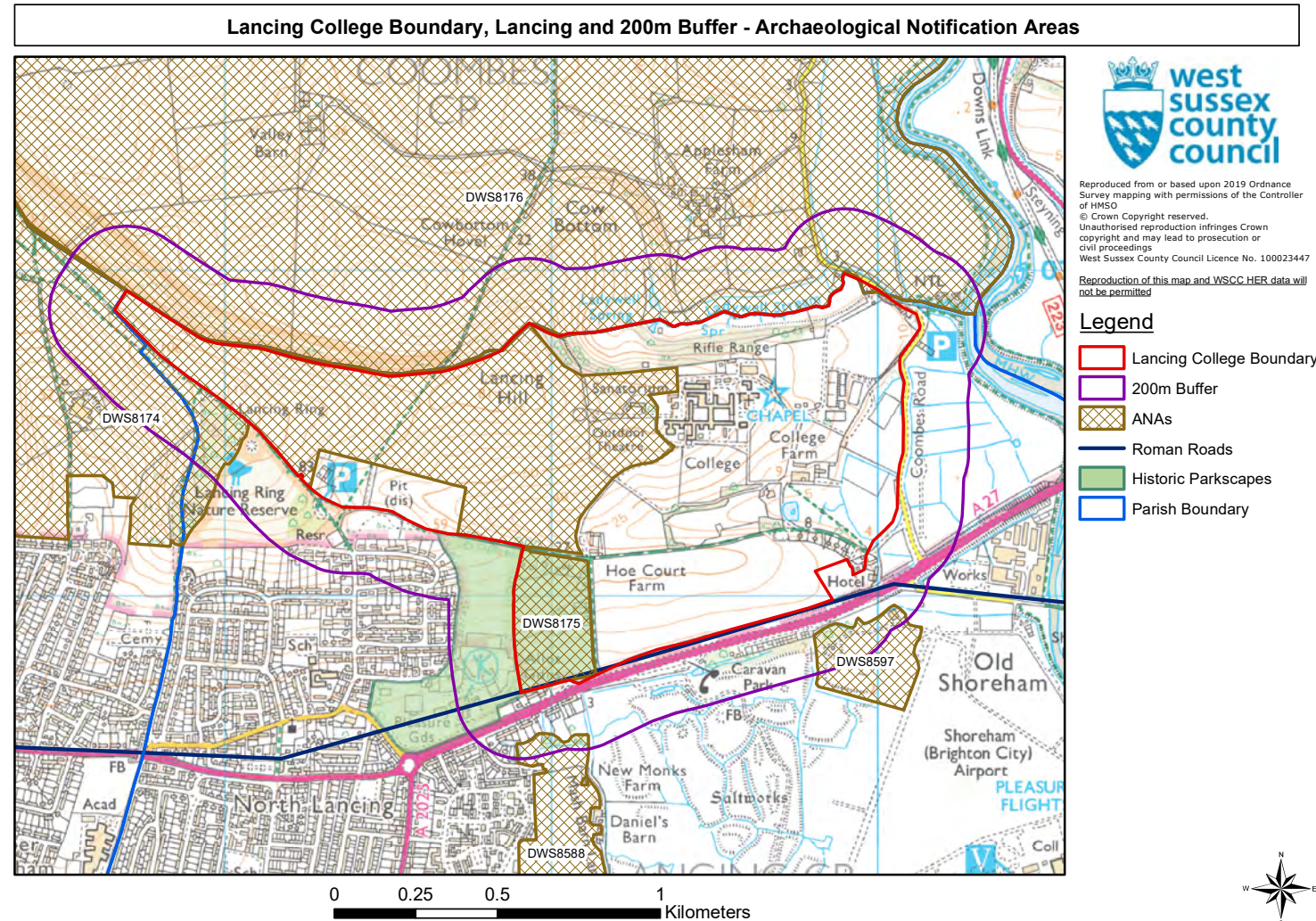
## Landscape change over time

The way the landscape of the Lancing College Estate looks today was first influenced by basic human needs and later by the desire to create a visual symbol of the importance and value of education and religion.

The area in which the estate sits has been a living landscape for millennia.

A review of the Historic Environment Record and Historic England's National Heritage Register tells of a history of settlement across Neolithic, Bronze, Iron Age, Romano – British, Medieval, and modern history.

The National Heritage Map shows how the high ground and prominent southern edges of the Downs have served as sites for settlement, defensive positions, lookouts, for mining of precious minerals, and agriculture.



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### Legend

- Lancing College Boundary
- 200m Buffer
- ANAs
- Roman Roads
- Historic Parks
- Parish Boundary



National Heritage Map

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There are two important sites on higher ground to the west of Lancing.

The most easterly is Cissbury Ring Hillfort and Neolithic flint mine situated just to the southeast of Findon<sup>4</sup>. The largest hillfort in Sussex, this site has been consistently occupied and used as a strategic asset since pre-historic times. In modern times it was used as a defensive position in the Napoleonic War and again continued during the Second World War when it hosted an anti-aircraft gun position.

Nearer to Lancing College is the remains of a regular aggregate field system with prehistoric and Romano-British farmsteads and a Bronze Age bowl barrow on Park Brow (north of Sompting Abbots)<sup>5</sup>.

This pattern continues on the higher ground to the east of the River Adur where there is a bowl barrow, Iron Age Hillfort and Romano-British village with associated field system on Thundersbarrow Hill north of Shoreham<sup>6</sup>.

Whilst there is no recorded settlement on Lancing Hill, there is a network of tracks across the Downs that connect North Lancing (to the south of Lancing Hill), Findon and Steyning. These tracks run into the dry valley below Steep Down and to the north of Lancing Hill and connect with a route coming down the hill past Lancing Ring and Hoe Court Farm towards the crossing of the River Adur at Old Shoreham. It seems probable that people of all histories would have deviated slightly from their routes and paused on Lancing Hill from where they could study activity along the coast and at the river crossing before proceeding with their journey.

Immediately to the east of Lancing College Estate on the lower ground sitting just above the tidal range of the river is the shrunken medieval settlement of Old Erringham<sup>7</sup>.

The shrunken settlement at Old Erringham represents the predominant, nucleated form of medieval rural settlement within the eastern Wessex region. It survives well, despite some later disturbance by modern development, and contains both standing buildings and substantial earthworks. Erringham exhibits a good range of component features, and part excavation has shown that it contains archaeological remains and environmental evidence, some of which relates to the rarely represented early medieval phase of its development, illustrating the continuity between later Anglo-Saxon and post-Conquest settlement in this area of Sussex.

The earliest written record of the settlement is an entry in the Domesday Book of 1086, when the manor was held by William de Braiose. Further documentary evidence suggests that the tithes were paid to Sele Priory at Beeding, and that part of the village was sold to William de Harcourt (surely a link with Hoe Court Farm) during the 12th century. The settlement survived the Black Death of 1348-9 in reduced form and became largely depopulated as a result of the social and economic changes of the 15th century.

The South Downs have been grazed since the arrival of the first farmers from Europe 4,500 years ago. Stone Age farmers cleared the natural forest using flint-bladed tools, providing timber and grazing land for their animals. A combination of sheep grazing over several hundred years and a soil deficient in most plant nutrients has allowed the development of the short, springy grassland. This may have up to 45 different species of flowering plants and mosses per square metre, but to maintain that rich diversity and prevent more vigorous grasses from dominating the low growing plants, it is necessary to continue grazing.

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<sup>4</sup> List entry 1015817

<sup>5</sup> List entry 1014946

<sup>6</sup> List entry 1015124

<sup>7</sup> List entry 1015126



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Until the middle of the 20th century, an agricultural system operated by downland farmers known as ‘sheep-and-corn farming’ underpinned this: the sheep of villagers would be systematically confined to certain corn fields to improve their fertility with their droppings and then they would be let out onto the downland to graze.

The demand for homegrown food during the Second World War led to the ploughing of much of the chalk grassland that was capable of cultivation by horse and subsequently diesel driven tractors being converted to arable farming. This change in farming practices has led to serious decline in chalk grassland across the South Downs; by 1984 80% of sheep-grazed lowland chalk and limestone grassland had disappeared.

This trend has been experienced at Lancing College Estate, where the chalk grassland, including that on Lancing Hill, was ploughed and has subsequently been used for arable cropping.

Alongside change in farming systems Lancing College Estate has seen a significant increase in the size of the settlements it overlooks of Shoreham by Sea, Lancing, Sompting and Worthing, to the point where save for the gap created by the former Salt Works and what is now called Brighton City Airport the coast is continually developed from Worthing to Brighton.



Connected to the growth in the coastal settlement belt, the main A27 has also been expanded and developed to link into routes running northward towards the inland settlements and London. This development led change has included the creation of the Adur River bridge and associated high-level Shoreham interchange and more recently the dualling of the Shoreham bypass and introduction of a new four lane interchange below the College into Coombes Road.

This change has fundamentally altered the setting of the Lancing College Estate.

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## The making of Lancing College

Nathaniel Woodard was a priest in Shoreham during the first half of the 19th century. Surrounded and shocked by social conflict, poverty, deprivation, and lack of aspiration in a chaotic society he set out to try to transform this situation. He firmly believed that education was the only way to aid this transformation and began his lifelong work of founding schools. His aim was to provide an education with a fundamental foundation based on “sound principle and sound knowledge, firmly grounded in the Christian faith”.

The school that subsequently became Lancing College was the first of the eleven schools eventually founded by Nathaniel Woodard. It was created in Shoreham in 1848, originally as St Mary and St Nicholas College.

The move to the present site took place in 1857, facilitated by the purchase of Burwell's (or Birwell's) Farm and Malthouse Farm, in 1849.

In the intervening years the layout for the campus buildings was agreed, design was undertaken by the architect R.C. Carpenter, and building works started with the construction of the first part of the original East Quad between 1853 and 1866.

The Chapel (1868), Great School and Classroom blocks (1877-1881), Fields House (1911-1912) and the West Quad (completed 1913) followed, designed variously by R.H. Carpenter (son of R.C.) and Maxwell Ayrton.

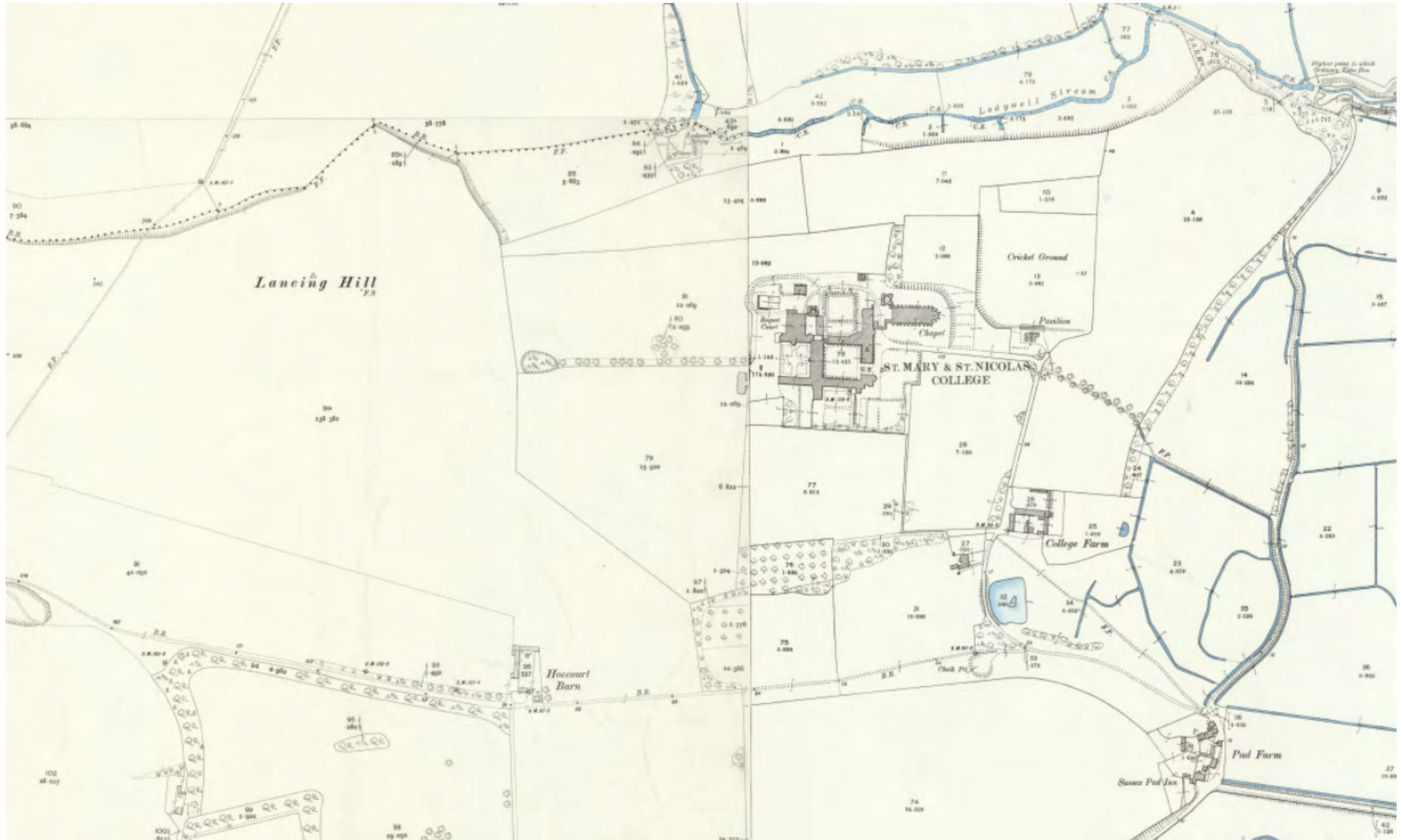
The Lancing College Chapel is reported to be the largest school chapel in the world and the Grade I listed building has a nave which is 90ft to the apex of the vault. Constructed by master builder William Woodard, third son of the founder using stone sourced from Scaynes Hill Quarry (owned by the school). Both the founder and his son are buried in the chapel.



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R.C. Carpenter's original design for the school published in 1851





1892 OS map showing the East Quad, Chapel, and Cricket Ground

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### Constant evolution

The proportionate and sensitive development of the campus within the setting of these heritage assets has continued ever since. Buildings have been added to meet the needs of the school to house more pupils, to provide sports and recreational facilities, to enable an expanded curriculum, and to respond to changing societal attitudes and needs.

The Chapel was finally completed in 2021 with the addition of the West Porch, a particularly fine example of Gothic Revival.

Additions have been made of boarding houses (boys and girls), classrooms (maths, science, DT, art, music and science), sports facilities (sports hall, gym and swimming pool), theatre, health centre and various 'back of house' and estate facilities such as offices and maintenance yard<sup>8</sup>.

10 dwellings have also been constructed alongside the main access road off Coombes Road and 12 from development in the grounds at Hoe Court.

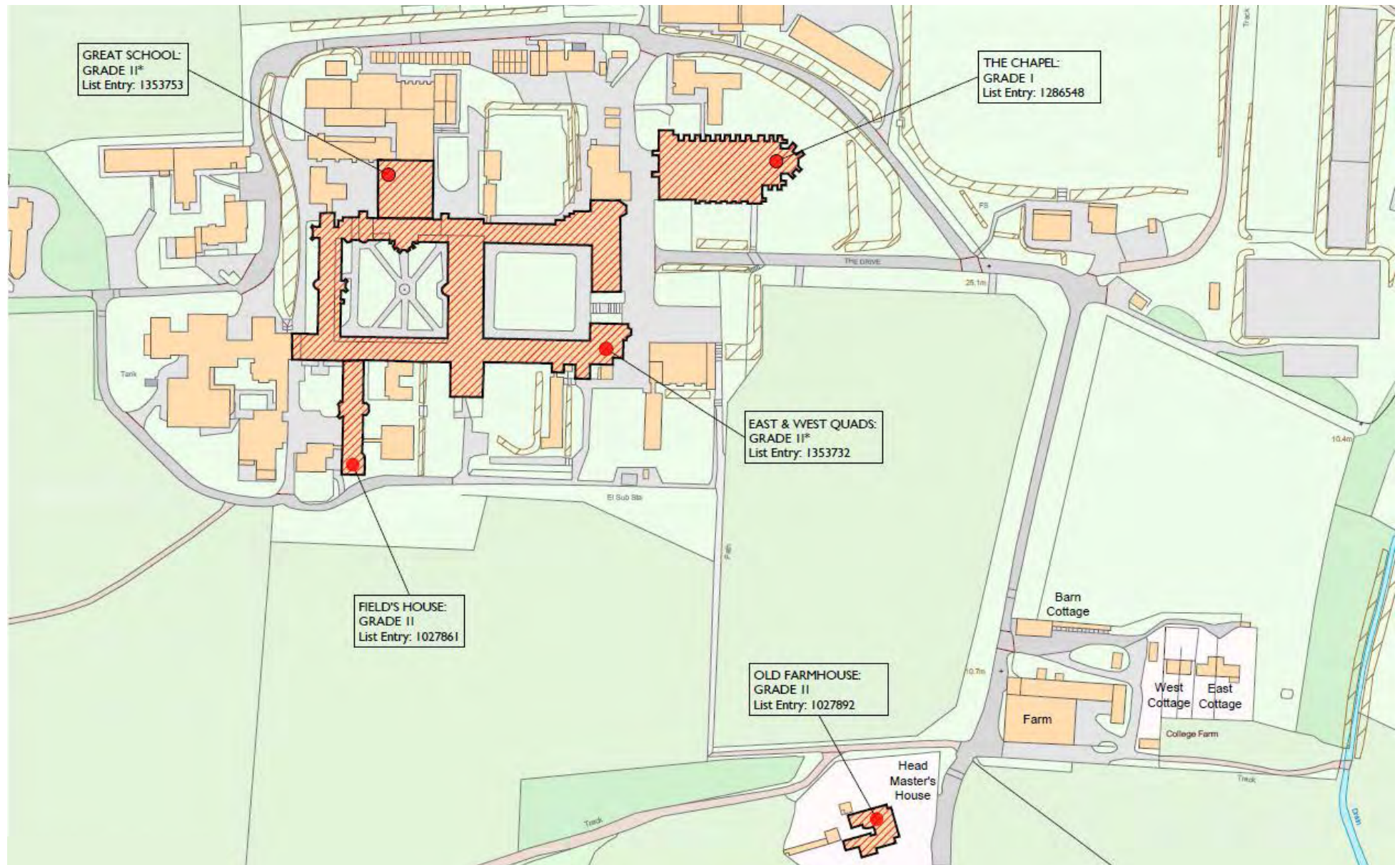
These additions have been carefully fitted onto the historic College site without undermining the setting and heritage significance of the original College buildings.



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<sup>8</sup> NB at the time of writing an planning application had been made for erection of an all weather sports dome SDNP/24/02350/FUL.





Listed Buildings plan extract from Miller Bourne Masterplan





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### How the estate has changed over time

Over time the Estate holding grew with further purchases of the Sussex Pad in 1975, Hoe Court and the Old Farmhouse. Further space was also created adjacent to the River Adur by using dykes to drain the low-lying land and create sports pitches. The purchase of Lancing Manor, from the Carr-Lloyd family, in the 1920s added Lancing Ring Nature Reserve, a 74-acre Local Nature Reserve on Lancing Hill, and a piece of land where the A27 meets Lancing Manor Road.

At its peak the Lancing College Estate extended to 223 hectares, however, over time pockets of land have been sold or gifted. In 1949 the College sold Lancing Ring Nature Reserve to the people of the Lancing parish as a public amenity and to give them access to the top of the Downs. The Friends of Lancing Ring was set up in 1989 to protect the land, working with the Adur Council on conservation and restoration projects. A further c 75 acres at Manor Park, the Allotments, and McIntyres Field were sold in the 1950's.

The estate is now a total of circa 158 hectares. A relatively small land area and one that is inevitably dominated and significantly influenced by the educational and property related needs of the College.

The original landholding was acquired to secure the site for the school. Part of the land has been incorporated within College campus over time and inevitably part has been converted for use as playing fields, a process that required drainage of some of the lower lying land within the Adur floodplain.

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Regularly used public right of way, Purdey Milling.





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Despite pressure from College and campus expansion and improvement, the majority of land to the west of the College, particularly that forming Lancing Hill, has remained largely immune from the growth and evolution of the campus. It has been farmed for millennia, post Second World War as part of a tenanted farm holding previously known as College Farm. More recently some of this land has been integrated into the Hoe Court Equestrian Centre, some has been consumed by the A27 improvements, and part used to deliver Biodiversity Net Gain for the road scheme.

Pockets of land have been planted with woodland, and parts, such as the steep valley side running down to the Ladywell chalk stream, have remained wild.

More recently guardians within the College have recognised the pastoral and wellbeing benefits of the natural setting provided by the land holding, and its educational potential. This has been captured in a series of extra-curricular activities (for example the ‘school farm’ and planting schemes) but also more formally within Natural Science, Geography and Biology teaching.

# Operating context

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This section of the Whole Estate Plan considers the wider context in which the estate operates. This includes the context of place, the policy, political and societal context and the matters and issues that are important to stakeholders.

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Sanderson Cross, upper quad



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## The space we operate in

Lancing College Estate is situated within the Adur and Worthing Councils area, between the settlements of Worthing (to the west), Shoreham, Hove, and Brighton (to the east). It sits in the southern margins of the South Downs National Park, adjacent to the A27 and the developed coastal strip to the south of the National Park boundary.

## Landscape

Lancing College Estate lies within the South Downs National Park. It sits within two Landscape Character Areas, the Adur Valley Sides (G3) and the Arun to Adur Open Downs (A3).

Open downland landscape is associated with expansive, rolling topography. The extremely large fields, and the relatively low presence of vertical features reveals expansive open skies. Long-range views abound, with limited filters. At Lancing College, these views are both coastward, out to open sea and linear, west, and east over the extensive developed areas of Worthing, Shoreham, Hove, and Brighton. Here there is little of the sense of openness and tranquillity associated with the open downland landscape character.

To the north, northeast and northwest the picture changes completely to one of a classic chalk downland landscape as described in the assessment of Landscape Character Areas.



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Sports pitches looking towards neighbouring Applesham Farm



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Like much of the downland land use has changed from a predominantly pasture base to arable cultivation across the larger fields on Lancing Hill.

The eastern section of the estate lies within the Adur Valley Sides Landscape Character Area and comprises part of the western side of the valley side and the adjacent floodplain to the River Adur. The upper edge of the valley is defined by the crest of the slope and has been drawn along the apparent skyline of the valley as seen from the roads in the valley bottom. To the north, the valley sides form a transition to the scarp foot slopes, and to the south the valley sides meet the National Park boundary at the A27. There are views from the valley sides over the Adur floodplain.

The views to the Gothic chapel of Lancing College, which stands as a major landmark at the southern end of the valley, are described as one of the four key sensitivities associated with this Landscape Character Area. Woodlands along the lower slopes are particularly distinctive and form a strong wooded edge to the floodplain.

This part of the estate includes the Ladywell Stream. An important chalk stream that rises from a spring a little up its valley and flows across the floodplain to the Adur. This stream has both clear water from the chalk aquifer and saltwater from the estuary along its relatively short length.

The gateway view across the Lancing-Shoreham Gap from the A27 bridge over the River Adur is a unique, dramatic vista. The River Adur meanders loosely across a wide floodplain, flanked by the open green turf of Brighton City Airport (also known as Shoreham Airport) and backed by the rising folds of the South Downs. The over-scaled nave of Lancing College Chapel is silhouetted against the sky on the edge of the Adur valley at the point where the river cuts through the Downs.





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### Infrastructure

The area local to Lancing College Estate is dominated by the high levels of development and associated infrastructure along the coastal strip and the A27 corridor. From the College site the view to the east is dominated by the Shoreham circulatory road junction, to the south by the airfield and associated commercial development, to the northeast by Shoreham Cement Works and to the west by settlements of Lancing and North Lancing.

The A27 has a significant visual impact as well as generating road noise and air pollution. The coastal railway is also visible and runs on an embankment directly below the College site as it crosses the wetter ground of the former salt marshes.

Access to the north is provided via the A283 which links to Steyning and onwards to join the A24 at Washington, offering connection to Horsham and north towards the M25 and London.

This proximity to the road and rail corridor provides for good accessibility, save for the need to cross the A27 to arrive or leave the College, and the congestion that is regularly experienced on this section of the highway network.

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View from above Sankeys

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### **Population and demographic make up**

The area is home to c 176,000 people (64,544 live in the Adur district and 111,338 in Worthing borough). The population is slightly skewed towards older households; 22% of the population of Worthing are aged 65 or older and nearly 24% of the population of Adur.

This demographic makeup generates a higher disparity between the ratio of non-working age (those aged 0-15 and over 65) to working age population and is useful in understanding the pressure on a productive population in providing for the costs of services and benefits used by the youngest and oldest in a population. The Adur Dependency Ratio is 0.71, the figure for Worthing is 0.65. This compares with the English average of 0.59.

Worthing originally developed as a popular Victorian and Edwardian seaside resort. It is now one of the largest towns in West Sussex, with around 110,700 residents and a working population of approximately 60,000 people. The new Local Plan for Worthing (adopted 2023) states that the borough's location and high-quality environment helps to underpin and support the local economy and is valued by those who choose to live, study, work and visit here. In turn, this helps to generate an increasing requirement for homes, jobs and leisure uses. In recent years the town has seen a resurgence in popularity as young people and families move into the borough, which is partly influenced by the affordability challenges faced within the residential market in Brighton and Hove. Despite this population growth is largely driven by domestic migration (mainly from neighbouring Adur and Brighton & Hove) and is pushing up house prices.

### **Housing**

Data reported in the Adur and Worthing Strategic Housing Market Assessment states that at the point of the 2011 Census, there were 26,957 households in Adur District and 47,044 households in Worthing Borough. Pressure on house prices in Adur district is significant and has been exacerbated by a low level of housing delivery against targets set out in the area's Local Plan.

A reflection of the complexities associated with delivery of strategic housing sites at Shoreham Harbour, New Monks Farm and West Sompting.

Between 2008 and 2018 median house prices in Adur rose from £212,125 to £305,000, an increase of £92,875 equal to 44%. This represented an average house price growth of 4.4% per annum. In Worthing, median prices rose by £101,000 to £295,000 over the same period equal to 52%. This represented an average house price growth of 4.3% per annum. The median house price across the South East rose by £100,000 equal to 45% and across England and Wales prices increased by £58,000 equal to 33%<sup>7</sup>.

The median rental values over the period from April 2018 to March 2019 in Adur average £850 and Worthing £775 per calendar month (PCM). Although this is slightly below the regional average for the South East at £875 PCM, this is notably above the national average of £695.

The combination of a shortage of housing, high rentals, increased house prices and limited real terms wage growth has meant that affordability of housing has been seriously impacted. By 2019 median house price was a significant 11.90 times median earnings in Adur and 11.71 times median earnings in Worthing, significantly ahead of the average for both the South East and England.

### **Employment and enterprise**

The Worthing Local Plan 2023 states that the economy of the Worthing area is weighted towards larger employers. There is a strong manufacturing base as well as a significant service sector, led by large public sector employers and financial firms. In employment terms the largest industries (2018) were healthcare (29%), retail (15%), education (7%), manufacturing (7%), and administrative services (7%).

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<sup>7</sup> Adur and Worthing Strategic Housing Market Assessment March 2020



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The Plan reports a general pattern of lower wage rates along the coast and wages in Worthing are below the South East average. Resident wages are higher than workplace wages suggesting that the types of employment roles available locally are less well paid than elsewhere in the sub-region. Worthing is a net exporter of labour with a net outflow of approximately 1,200 workers.

The Adur Economic Profile (2019) produced by the South Downs National Park reports that Adur hosts 2,200 businesses providing around 20,000 jobs. Adur is home to several major companies including Ricardo, Duddman Aggregates, Infinity Foods and Higgidy Pies.

Shoreham port handles over 2m tonnes of cargo per year as well as providing a range of services to commercial and leisure marine industries. Shoreham Airport, also known as Brighton City Airport, is a popular business location providing easy access to the A27 and a range of aviation and non-aviation businesses are located there.

Worthing and Adur have higher rates of new business created (as a proportion of active businesses) than other Local Authorities associated with the South Downs National Park (at around 11%). Adur's business population contains slightly fewer micro businesses than any of the other areas and has the third highest percentage of small businesses (10 to 49 employees). It is joint first with the South East for medium businesses (50 to 249 employees) but has the lowest share of large businesses (250+) than the other geographies.

Adur's business stock has strong clusters in Construction (20% of stock) and Professional, Science & Technology (14% of stock). Business Administration and Support, Information & Communication, Retail, Manufacturing and Arts & Entertainment each account for c 7-8% of business stock.

Tourism is an important sector in Coastal West Sussex but Adur has the lowest share of all the comparator areas at 8.74% of all enterprises in 2018. In 2018 there were an estimated 300,000 staying trips and 3.7 million day tourist trips - with total expenditure in the local area by visitors estimated to be £140m per annum.

Median workplace wages in Adur are higher than the other 'National Park' authorities (at c £460 per week). Median workplace wages in Worthing are materially lower (at c £418 per week). Better paid manufacturing jobs in Adur are considered to be a factor. Adur has a low self-employment rate, one of the lowest in the Coast to Capital LEP area and materially below the other 'National Park' authorities.

### The world we live in

At the time of writing the world feels an uncertain place. Russia continues its invasion and war with Ukraine, Israel with its actions in Gaza, and geopolitical tensions are also high across the Far East (where China continues to take threatening positions against Taiwan) and Africa (where there have been seven military coups leading to change of Governments in 2024).

The current Government elected in July 2024 inherited a challenging economic and fiscal position. Its opening Kings Speech included commitments to re-engage in onshore wind and solar energy generation, create GB Energy to radically improve the National Grid and de-carbonise our electricity network, proposals for a National Wealth Fund and a commitment to remove the exemption on charging VAT and relief from Business Rates that previously applied to Private Schools.



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Effective from 1st January 2025 this will have a significant impact on the pricing structure applied by the sector, including Lancing College, and may materially influence the levels, and form, of future demand for private primary and secondary education. The current Government has removed Charitable Rates Relief.

Whilst inflation is easing and interest rates beginning to reduce, low growth in earnings and the cost of living continues to be an issue for UK households and consumers. Retail sales are flat and there is evidence that the mid-market for hospitality and holiday accommodation has cooled with occupancy rates of all but the 'value' and 'luxury' offers reducing materially when compared to 2022 and the pre-Covid year of 2019.

The impacts of Climate Change are becoming more apparent, with a succession of extreme weather events leading to regular flood events, poor harvests, and extreme heat across much of Europe.

Whilst energy prices have stabilised since the historic highs of 2022, they remain double the level of 2020, driven by the war in Ukraine, the importance of Russian Gas to the European energy market, the lack of earlier longer-term investment in renewables and the subsequent cost of the levels of investment in Green Energy solutions that are now required across the sector.

Inflationary pressures are driving significant increases in our core operating costs (those associated with labour and energy) at the same time as regulatory change will impact on demand for school places arising from enforced increases in fees. A difficult combination of factors may materially affect our operational viability and our ability to address some of the structural challenges associated with climate and nature recovery at the speed we might have chosen.

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View down to Equestrian Centre paddocks | Jorja Sareen



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## What our stakeholders want from us

The Adur and Worthing Councils “Our Plan25” states that the Councils are focused on sustainable communities where people are healthy, resilient, and resourceful, a thriving local and regenerative economy, to improve the overall sustainability of living and working in the area, and on addressing the challenges associated with Climate Change and Nature loss.

The Councils are committed to achieving a “fair transition to Net Zero Carbon by 2045, to increasing resilience to Climate Change and increasing biodiversity by restoring natural habitats, and the creation of a circular economy that minimises waste and keeps materials in use.”

They are looking to create the conditions to promote an inclusive economy that provides people with skills and opportunities and to enable economic growth that regenerates places and high streets, helping communities to prosper.

The Councils are actively involved in nature recovery projects and have acquired land to enable projects to be delivered at scale. Key projects include the Adur River Landscape Recovery Project, saltmarsh and intertidal creation at Pad Farm (adjoining Lancing College Estate), chalk grassland restoration, meadow habitat creation (at New Salts Farm near Lancing College) and the establishment of a habitat bank for the delivery of Nature based solutions. They are also involved in the production of a Nature Recovery Strategy for West Sussex.



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View up the main drive

The South Downs National Park Authority’s core objectives are set out in their Partnership Management Plan (2020 – 2025). Their ten ambitions relate to:

- Landscape and natural beauty
- Increasing resilience within the landscape to adapt to the impacts of Climate Change
- Habitats and species
- Arts and heritage
- Outstanding experiences
- Lifelong learning
- Health and wellbeing
- Creating custodians
- Great places to live
- Great places to work

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As part of its efforts to deliver some of these ambitions, the National Park Authority has a major initiative to secure 30% of the area of the National Park in positive management for nature by 2030, this is known as ReNature.

Our partners at Historic England are focused on conserving and enhancing the heritage significance and the significance of the setting of heritage assets. This is clearly a major focus at Lancing College.

Our wider analysis of relevant policy papers and strategies offers a strong steer about the things that matter to our stakeholders, at least those who have produced policy papers. We know from our regular engagement with local people, businesses, with pupils, parents and staff that the things which matter to them resonate with us.

The main themes arising from this analysis and our wider experience include:

- Community, inclusivity, and diversity.
- Nature loss and the imperative to drive recovery.
- The value and importance of education and the role of the natural world as a context for education.
- Climate change, resilience, and the role of natural capital and land use in adaptation.
- Natural beauty, landscape, and cultural heritage.
- Biodiversity and the protection of species.
- Affordable housing, thriving local economies and regenerative enterprise.

## The things that matter to us

Lancing College is a Christian foundation in the Anglican tradition. Themes of education, fairness, tolerance, inclusivity, and diversity are at the heart of our philosophy. We are also hugely motivated by the responsibility that we have as custodians of our unique built and cultural heritage, and the role we can play as stewards of natural capital.

The use of our built, cultural, and natural heritage in education is a major driver of our approach to teaching and learning.

The College is a part of a wider community, and it is keen that staff and pupils participate in that wider community. The College also supports a range of educational activities for the benefit of local children attending state schools and their teachers.

The Governors are committed to developing the existing programme of cooperation and joint working with local maintained sector junior and secondary schools.

We are committed to sustainability, and to doing what we can to live within environmental limits. This is challenging given our legacy of heritage buildings and education infrastructure developed over two centuries. It is also becoming as much a financial as an environmental challenge.

We must remain financially viable. As a charity we don't have shareholders to service, all surpluses are re-invested in education, but we must be financially viable and independent.



## The estate we know today

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This section provides a detailed insight into the estate we know as Lancing College today. It offers an analysis of the natural and cultural heritage assets, and of the social, cultural, and economic capital that it hosts.



Upper quad from Master's Tower

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## Heritage in the round

Lancing College has a strong heritage core set within a wider landscape shaped by natural and human history.

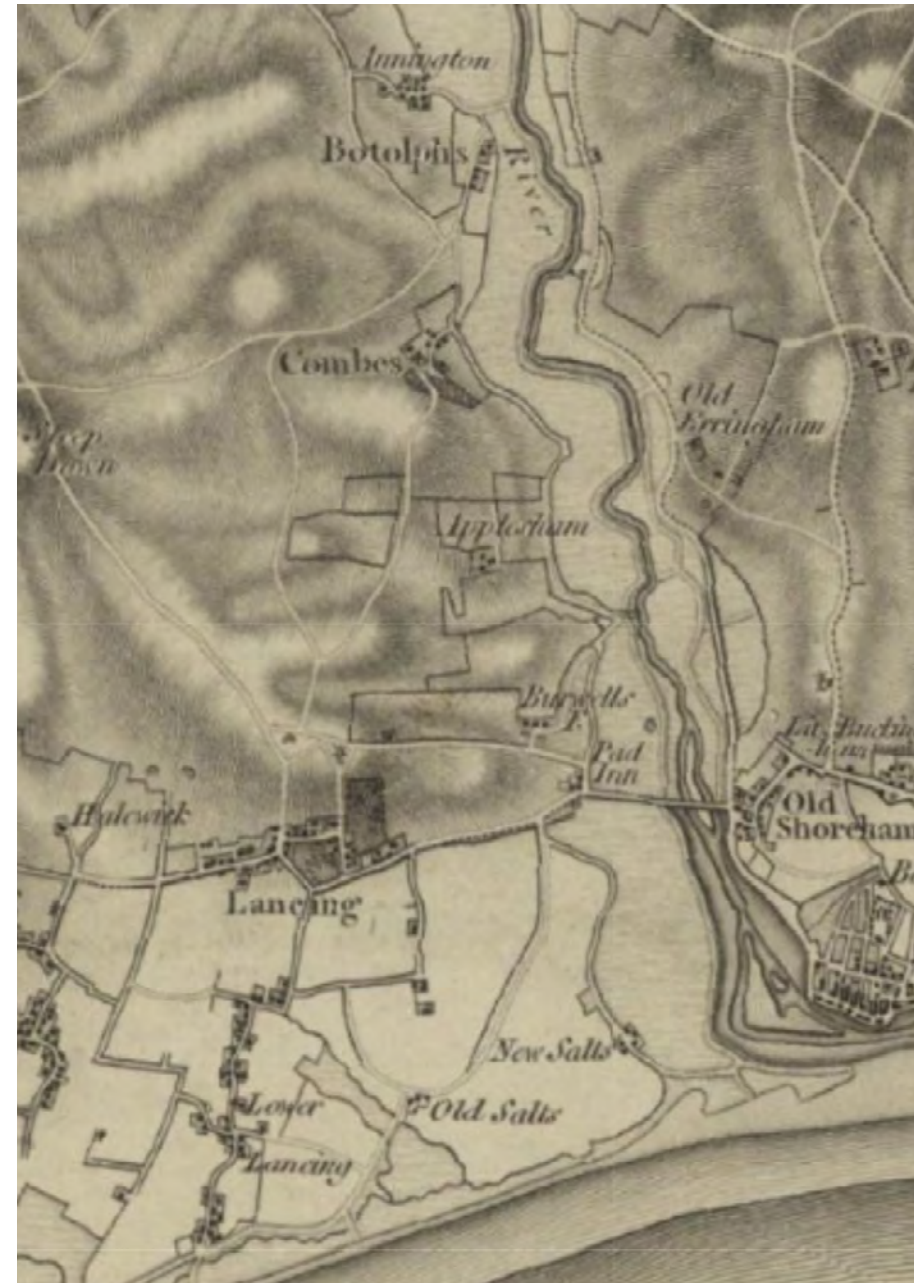
### Archaeological context

The archaeological landscape on the Estate is interesting and varied. The Archaeological Notification Areas (ANA) includes evidence of human occupation ranging from the Bronze Age, through the Iron Age, and Roman settlement to the impact of World War 2 on the land or close to the Estate boundary.

Amongst the manmade field enclosure system is the site of an historic out farm, called Hill Barn and the larger farmstead Hoe Court Farm<sup>9</sup>. The building of a tennis court by Hoe Court House, now staff accommodation, in 1928 revealed a Saxon Cemetery. Six interments were found with weapons dating from C6th, excavated by the Haverfield Archaeological Society.

On the edge of Lancing Hill archaeological finds have included Roman pottery and more recently evidence of WW2 practice trenches, gun pits and a pillbox<sup>10</sup> showing the impact of being close to Shoreham Airfield, which was used for air sea rescue during WW2, and the 1942 raid on Dieppe. The school buildings were requisitioned during WW2 by the Royal Navy to be part of the shore establishment HMS King Alfred.

Closer to the College and as the land drops away into the Ladywell Stream, there is further evidence of the irregular piecemeal medieval enclosures that have now made way for regenerated woodland which holds further remnants of WW2 military activity.



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<sup>9</sup> Character Area Full Report HWS23174 and HWS23167/ HWS23213Character

Archaeological context Lancing Hill

<sup>10</sup> Area Full Report HWS23165



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### **Built and cultural heritage**

The built heritage has strong stories associated with it and forms part of the cultural heritage related to the shaping and development of education in the mid 19th century, to a faith based context for learning, and to the extraordinary life of Nathaniel Woodard founder of the Woodard Corporation.

The built and cultural heritage hosted by the College are intertwined in the personal history of the founder, the design and delivery of the Quads, Great School and Chapel, and the role that his son played in its construction. This personal connection is retained by the choice of the Chapel as the last resting place of Nathaniel and William Woodard.

The site of the College and its wider estate lies within an area that has hosted people and provided them with livelihoods through millennia. Industries have included farming, the mining of flint and chalk, the making of tools and products with these minerals, salt collection and manufacture, fishing, fish farming, merchant, and maritime trade.

Due to the quality of design and execution of the initial Carpenter designed layout most of the original buildings have listed status.

The Lancing College Chapel is listed Grade I.

The four main original College campus buildings are listed Grade II\*, the College Quads (Upper and Lower) and the Great School. The Quads house several boarding houses; Teme House, Head's House, School House, Saint's House, Gibb's House, and Second's House.

Field's House, an addition to the original school designed by Maxwell Ayrton FRIBA in Gothic style is listed as Grade II.

There are two further Grade II listed buildings on the wider campus; Hoe Court, which forms part of the equestrian centre lease and the only residential property in the portfolio with an external tenant, and the Old Farmhouse (the Headmaster's house), the former farm house to Burwell's (now College) Farm.

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Hoe Court Cottage



## Lancing College Estate in numbers

1

Grade I  
listed building

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3

Grade II\*  
listed building

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158

hectares

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117

hectares  
farmland

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11

hectares  
woodland

---

77

residences  
for staff

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600

students at the  
College

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335

staff employed

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1 Equestrian

centre and  
paddocks

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Multiple archaeological

finds

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## Natural capital

The natural capital of the Lancing College Estate includes farmland, woodland, the Ladywell Stream and the soils, microbial life, biomass, carbon, and above ground biodiversity these assets host.

### Soils

The soils of the Lancing College Estate are of two distinct types.

The soils of the Adur floodplain are categorised as Gleysols, deep stoneless fine loamy and clayey soils. They are prone to flooding from ground water and, in this location, estuarine water and the interactions of tidal movements with spring fed streams (such as Ladywell Stream) and runoff from the higher chalk downland.

The soils of the higher ground and Lancing Hill are Leptosols, shallow lime rich soils over chalk, they (should) support herb rich downland and lime rich woodlands on scarp slopes and within dry valleys.

### Farmland

The 117 hectares of farmland on the Estate is currently split between land in arable cultivation and long-term grassland. The land was farmed by a tenant until 2019 when, following retirement, the College took on its direct management. Arable cropping has continued to date on part of the land, with a more extensive rotation incorporating a legume rich ley break, wheat and barley.

Livestock were reintroduced during 2023, grazing on stubble and legume rich herbal leys and helping to restore the soil quality following years of farming for intensive combinable crop production. To further protect and restore the soil the College is also moving from traditional to light tillage farming practices, with direct drilling where possible and under seeding. The Estate is in a nitrate vulnerable zone, so the intention is to keep usage of artificial fertiliser and agro-chemicals to a minimum.

The livestock, cattle, and sheep, used for grazing the quality pasture and stubble will be managed externally on a commercial basis (2023 onwards), with the rough woodland and pasture grazed by the College Farm rare breed sheep and pigs.

80 hectares of the farm, in four parcels of land (Boiler Hill, Park Field, Pad Field and 'footpath') is in the Countryside Stewardship Mid-Tier Scheme. Set up in 2022 the scheme will run until 2026. The Countryside Stewardship Mid-Tier Scheme is a mix of dedicated planting across the allocated land, where possible the reinstatement of hedgerows and education access. The education element commits the Estate to delivering tours of the farm by a member of the farm staff or a volunteer demonstrating the links between farming, conservation, and food production.

The College Farm is part of the Arun and Adur Farmers Network, farm cluster group, and is active in ensuring a connected approach to landscape recovery in-line with the South Downs National Park recommendations.

#### Aims:

- Restore and maintain soil health
- Keep chemical usage to a minimum
- Educate in the use of land, farming and woodland management



College Farm sheep grazing | P Nettlefold

Soil carbon

The soil carbon stocks across the Estate have been analysed by the University of Sussex in October 2022. This analysis is presented in a combination of maps and tables. The image (right) is an extract from the report showing the distribution of carbon stocks, of different composition, across the holding.

The analysis clearly shows the impact of arable cultivation on carbon stocks. The land to the east of Hoe Court on Lancing Hill has a far lower average score than that to the west which has remained in pasture. The areas of woodland and hedgerow networks are also clear to see. The pattern of playing fields can also be identified in the mapping, showing how the more limited diversity in the sward reduces carbon sequestration.



Extract from GHG emissions report NDV1



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## Woodland

There is in the region of 11 hectares<sup>11</sup> of woodland on the Estate. The woodland on the Estate has been informally managed since 1935, with a focus on individual trees around the College buildings. It is a mixture of downland scrub, mainly hawthorn and elder mix with a large proportion of sycamore. Along the Ladywell Stream and Adur River valley, there is some willow, and small numbers of oak and beech<sup>12</sup>. Although there is no ancient woodland designation some areas exhibit ancient woodland characteristics on the ground layer such as bluebells.

The English Woodland Grant scheme is being followed, in line with the Elm Tree Project, to help restore the elm tree population that was badly affected by Dutch Elm disease, and the South Downs National Park 'Trees for the Downs' scheme, an initiative to plant 100,000 trees across the national park. With the clearing of some sycamore, ash started to appear as the dominant species however the first indications of Ash Dieback were seen in Spring 2019<sup>13</sup>.

The College is considering taking all woodland management to Forestry Commission standards for free-standing non-commercial woodland practices including coppicing, ash die-back management, habitat, and scrub management.

Much of the woodland is on 25% gradients so all management and felling will consider the potential effects of erosion and landslides. To compensate for this tree stumps are not being removed and natural regrowth is being encouraged. To ensure a gradual change to the landscape, changes will happen incrementally over a 10 to 20-year period. Some new hedgerow planting has already been started by students at the College.

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<sup>11</sup> Forestry Commission, English Woodland Grant Scheme Contract

<sup>12</sup> Forestry Commission WPG Management Plan Sept 2012-2022 section 1.2 page 1

<sup>13</sup> Forestry Commission WPG Management Plan section 2.2 page 4

<sup>14</sup> Forestry Commission WPG Management Plan Sept 2012-2022 section 3.1 page 6

### Aims<sup>14</sup>:

- Create mixed broadleaf woodland wildlife habitats
- Regenerate the woodland to be mixed Sussex downland so a higher proportion of native trees
- Woodland conservation in line with the SDNP landscape



Tree planting south of campus

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## Biodiversity

There are no designated protected sites within the Estate boundary however, it is bordered by the Lancing Ring Local Nature Reserve and Local Wildlife Site (LWS) on the southwest boundary (land that was gifted by Lancing College to the community), Applesham Farm Local Wildlife Site LWS to the northwest and the Adur Estuary SSSI on the eastern boundary.

Although there have been some significant changes to the landscape, since 1840, with construction of the College buildings and Chapel there has been little change to the field boundaries and only a limited loss of old hedge lines. Much of the farmland has been converted to arable cultivation (by the previous farm tenants) but areas of species rich grassland remain. These are managed with a diversity of sward structure to encourage butterflies and pollinators.

Although the Estate lies just to the south of the BugLife B-line<sup>15</sup> insect superhighway target area the College has secured funding from the South Downs National Park Beeline Project until 2026. The College Farm also has strong links to the Game and Wildlife Conservation Trust, Butterfly Trust, RSPB, South Downs National Park local rangers and farms officer, LEAF (Linking Environment and Farming) and City and Guilds Agriculture.

Ladywell Valley and the lower grass fields water meadows hold the significant conservation and biodiversity value.

The College is keen to understand the impact it makes to the local environment. They support regular special interest group surveys, bird ringing and have commissioned reports such as the Wildthing Wildlife Consultants Ltd Biodiversity Report 2014 to monitor wildlife activity. The 2016 Sussex Wildlife Trust survey work identified a number of Red List<sup>16</sup> and Schedule 1 birds<sup>17</sup> on the estate and surrounding land. These include Grey Partridge, Eurasian Bittern, Hen Harrier, Northern Lapwing, Black-tailed Godwit, Turtle Dove, Lesser Spotted Woodpecker, Willow Tit, Corn Bunting and Wood Warbler.

The Adur & Worthing Council led nature recovery initiatives such as the Adur River Landscape Recovery Project, saltmarsh and intertidal creation at Pad Farm, chalk grassland restoration at Cissbury Hill and, meadow habitat creation at New Salts Farm are all taking place in close proximity to the Lancing College Estate. It is probable that the College Estate can make a material positive contribution to those projects which it is physically connected with and can learn from and extend the practices associated with chalk grassland and meadow habitat restoration on the more distant projects.

### Aims:

- Habitat enrichment
- Extending habitats such as planting hedgerows to encourage and retain wildlife and plants
- Monitor this change, demonstrate and educate the positive impact

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<sup>15</sup> <https://www.buglife.org.uk/our-work/b-lines/>

<sup>16</sup> Species that are Globally Threatened according to IUCN criteria

<sup>17</sup> Schedule 1 of the Wildlife and Conservation Act 1981 additional tier of protection so rare species are protected



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## Water

The Estate includes the southern portion of the Ladywell Valley. The valley contains the chalk stream of the same name which rises from the chalk aquifer at a spring at the head of the valley.

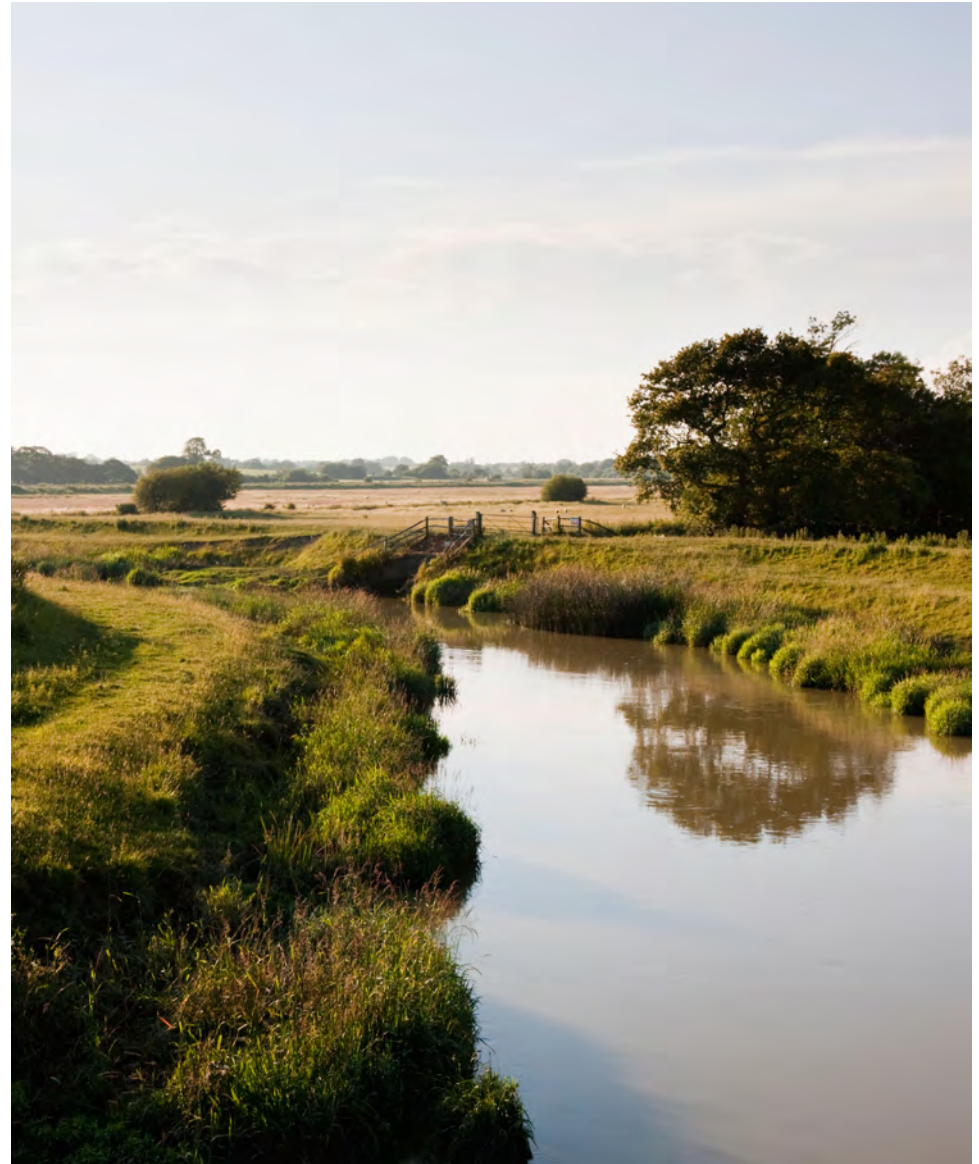
Along the Ladywell Stream there is chalk fen meadow which is rare in Sussex<sup>18</sup> further enhanced by the tidal influences. The fringing reedbed along the Ladywell Stream is a rare and valuable habitat in Sussex<sup>19</sup>. The designated floodplain grazing marsh and a chalk stream have perennial flowing springheads on site.

The Estate also includes an area of the floodplain and coastal marsh associated with the River Adur. Much of this area has previously been drained to support the creation of sports pitches but the land to the south and west of the College Farm (formerly Burwell's Farm) yard and buildings remain unimproved, includes a large pond and so offers potential for habitat restoration.

The estate's land gains height to the west with Lancing Hill as the high point at 81m. The land continues to rise in a westerly direction with first Lancing Ring at 110m and then Steep Down at 149m. This landscape connectivity brings flows of surface water east and south towards North Lancing, the A27 and the River Adur. Use and management of the chalk downland to the west and south of the College can effect positive change on the volume and incidence of surface water flows.

### Aims:

- Reduce surface run off.
- Increase natural attenuation.
- Slow journey of water from the higher ground towards the River Adur, North Lancing and River Adur.



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<sup>18</sup> Meadows and Grasslands section Sussex Wildlife Trust, Living Landscapes Team advice note

<sup>19</sup> Reedbed section Sussex Wildlife Trust, Living Landscapes Team advice note

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## Sustainability

In 2022 the College adopted a whole site approach to sustainability led by the Estates team. This is the result of many years of hard work in this area by the Farm in its conservation activities and the wider Estates team who maintain and manage the College site and facilities. The College aims to be net zero by 2050.

The nature and historical attributes of the College buildings make sustainability a challenge and the work to make improvements has been ongoing for many years. Important developments have been made, monitoring has been established to assess our progress and a plan of action has been developed to map out further improvements.

Until September 2024, electricity was from 100% REGO certified renewable sources. Excessive price inflation has made this supply unaffordable and we have been forced to revert to fossil fuel based sources. Our aim is to return to 100% renewable supply, via onsite energy generation, supplemented where needed by renewable suppliers.

Other policies and initiatives include:

- Locally focused procurement of contractors and supplies, minimising air miles and supply Chain
- Lighting across the College is approx. 80% LED, there is a rolling programme to increase this to 100%



- Sensor lighting in common areas
- New kitchen installation including a completely new energy efficient air handling unit
- Air source heat pump heating installed in two boarding Houses
- Land management:
  - A sustainable forestry plan is in place
  - 21,000 trees planted with more planned
  - Conservation & Stewardship Scheme DEFRA
  - Conservation grazing of rare breed, and cross rare breed stock
  - Bee and insect management with SDNP and Plant life
  - Re-wilding of field corners and coppice work
- Arable land management development for less chemical inputs and sustainable crop rotations



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Work to make improvements in sustainable actions is taking place across the whole College.

We are:

- Reviewing waste streams within the College environment to increase the percentage of recycling to minimum of 50% and trialling biological cleaning products.
- Trialling electric powered tools and vehicles
- Recycling of printer toners/ implementing print monitoring software for all staff and students
- Encouraging digital submission of pupil assignments
- Using shredded paper as bedding for Lancing College farm animals
- Reducing the use of single use plastic bottles in the school shop and around the campus
- Working to recycle all packaging
- Recycling cooking oil and food trimmings and returns to make Bio Fuel
- Moving to sustainable disposables and to limit single use plastics

### **Pupil engagement in Sustainability**

Our students will inherit the challenges of sustainability. We want to empower and equip them to be advocates and leaders in responding to this task for their generation. We want to inspire our pupils to recognise and take responsibility for their own actions and to be part of our collective College wide ambitions so that when they leave, they carry these ambitions forward into adulthood. The College has seen an increase of pupil interest in Green Economy careers.

The student led Green Group comprises pupils from across every year group, who are actively engaged in the College's wider sustainability agenda and in their own student led projects.





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The College held a Sustainability Week in 2022 in association with three local schools. The programme was designed to enable the whole community to learn, debate and discuss topics around climate change and the environment. The week was also intended to build on existing work by the Estates Team and act as the launch of a comprehensive, long-term programme across all the College's departments.

The aim was to raise our sustainability ambitions, heighten awareness and actively engage the Lancing community. Whilst various topics around sustainability were built into curriculum subjects throughout the week, all other events were planned to teach more about the 'big picture', the science, the impacts across the globe, and how our actions contribute to climate change and affect the environment.

On the last day, an exhibition with over 15 local organisations involved in sustainability, took over the Sports Hall. This was an important part of the week, when all pupils and guests were able to visit throughout the day and learn more about how organisations, both local and national are responding to climate change issues.

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Tree planting on the estate



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## Energy

Many of the College's buildings date from the 19th Century. Further buildings and extensions have been added as the College has expanded, particularly during the 1970s. Several are listed heritage assets and the remainder lie within the setting of these listed assets.

The overall usable floor area is approximately 27,000 m<sup>2</sup>. Due to the historic nature of the site many of the buildings have very poor thermal properties and consequently, have a high heating demand. Due to their protected status, there are significant constraints for reducing demand through thermal improvements such as insulation, double glazing, etc.

The College undertook a detailed Heating Strategy Study in 2014 and has subsequently advanced the recommendations received. It has undertaken a phased programme of boiler replacement and implemented a phased LED lighting upgrade programme.

An independent audit of energy consumption carried in 2020 found that total annual consumption for the site is 7.420 GWh per year<sup>20</sup> of energy (based on 2018/19 figures), costing approximately £401,500. Significant price inflation since 2020 has meant that the current energy cost incurred by the College peaked at £1.4m per annum in 2023. As a result, the College has been forced to enter a new contract starting in September 2024 which will reduce these costs to £942,000 per annum demonstrating the volatility of the market.

This level of cost is not financially sustainable in the long term. The need to decarbonise our energy supply brings a further challenge. The ability of the College to secure long-term decarbonised supply at a cost that is affordable is a significant risk. Added to this, are the environmental and cultural implications of 'offshoring' this issue.

The College has consequently undertaken a detailed feasibility study to assess fabric improvements including solid wall insulation, loft/roof insulation, insulating suspended ground floors, draught proofing and double/secondary glazing and to understand the thermal and energy efficiency of its building stock.

The College has also carried out an analysis to understand the potential offered and suitability of Low and Zero Carbon technologies and has subsequently commissioned and received a detailed Decarbonisation Plan from Max Fordham and Genius Energy Lab.

### **The Decarbonisation Plan recommends a principal approach that will**

- reduce energy demands (by optimising systems and improving building fabric)
- remove fossil fuels and electrify all heating
- maximise local renewable energy generation (mainly with photovoltaic panels).

The age and performance of the buildings has informed recommendations for improving the building fabric to reduce the demand for heat. Fabric improvements are relatively expensive and disruptive to deliver. However, they offer additional benefits as well as reduced energy consumption. These are improved thermal comfort, reduced load of electrical infrastructure, reduced physical size of new heat pump technology and (potentially) more efficient heat pumps.

The consultants' findings are that the single most effective decarbonisation measure is the removal of fossil fuels from the buildings, with heat provision electrified. The most effective way to electrify heat is through heat pump technology. With all heat electrified, the Estate can become Net Zero Carbon through a sufficiently large photovoltaic array.

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<sup>20</sup> Briar Associates Energy Audit report for Lancing College April 2020

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### Emissions from travel to work and pupil travel

As a boarding school with a significant campus based staff numbers the daily impact of travel to and from the Lancing College site is far lower than the equivalent day school. 350 of the 600 pupils live on site. Analysis of staff travel to work shows that 61% of travel to work journeys are less than 5 miles and 17% of between 6 to 10 miles.

Nonetheless, the College is focused on reducing the volume of emissions associated with daily travel and is supporting the de-carbonisation of the staff's movements.

Approximately 30% of the Colleges' pupils are international students. Whilst they only travel to and from their homes three or four times a year, their travel has an impact on emissions associated with the College.

The Sustainability Committee is looking at opportunities to offset emissions via the further sequestration of carbon into farmland soils, the creation of new wetlands and through the planting of new woodland.

### GHG emissions from farming and land management

Sussex University has carried out a high-level analysis of GHG emissions from the farming and land management operation. This calculates an annual consumption of c 100 tonnes CO<sub>2</sub>e, virtually all of which is Nitrous Oxide and Methane associated with livestock production and grazing. If the Scope 3 emissions associated with the manufacture of artificial fertilisers, agro-chemicals and farm machinery included, the figure would be higher.

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Malawi Walk

### Nature-based solutions

The College is keen to engage in the emerging market for nature-based solutions. It is aware that Adur & Worthing Councils are looking to set up a Habitat Bank and to take a strategic approach to nature recovery across the territory. It is also aware of the work being done in this area by the National Park Authority through its ReNature initiative. The Estate's team will engage with the Nature Recovery team at Adur & Worthing Council to develop thinking in this area.

### Social impact and public benefit

The Lancing College Our Impact 2022 report provided insight into the social and public benefits that the College generates. These include widening opportunities to education and improving social mobility through its bursary and foundation schemes, its summer and easter schools, its pupil led initiatives including charities term, its connections with local communities and sharing the facilities and natural capital of the Estate with local communities (of both interest and place).





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## Sports facilities

The College's sports facilities have always been popular with local sports clubs and families. More recently the Equestrian Centre and enhanced swimming facilities have seen increased participation. The football and cricket pitches are well used spaces for local football teams. Between January and March 2023 some 50 U13 boys and girls from the Seagulls and Lancing Colts played home matches on a Sunday morning.

The Lancing College Swimming Club also has 100 members, 50 competing locally and some highly ranked to compete at National level. There are weekly sessions for 'Adult only' lane swimming and 'parent and baby' swims. During term time our staff teach over 300 local school children each week; the pool is also hired to five local swimming groups throughout the year using our own lifeguards. As an Approved Royal Life Saving Society Training Centre, training is available for the local community.

The Equestrian Centre hosts 160 riders weekly from the local community. The Centre has continued to train those in the Equestrian industry and has achieved a 100% pass rate in BHS assessments. For our younger members of the public, the Centre started running Pony Stars, a Junior Award Scheme launched by the British Horse Society, which helps children develop and nurture their love for ponies and the outdoors. The Centre continues to be able to offer this scheme separately to riding tuition which has facilitated more local children being given the opportunity to join us for non-riding activities.

## Lancing College Chapel

The Chapel is a landmark of Sussex and is known around the world. Its central position in the whole of Sussex and the Diocese of Chichester makes it a perfect setting for public and civic events. Visitors come to the Chapel as individuals, as organised groups as well as to attend a wide variety of events. Visitors are welcomed by the Verger or volunteer guides. The Verger has further developed links with various companies specialising in tours and educational visits for the disabled and partially sighted.

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Top: Riding at the Equestrian Centre  
Middle: Swimming at Lancing College  
Bottom: Lancing College Founders Day event



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Since reopening to the public in April 2022, the Chapel restarted hosting a broad range of events and services for the benefit of the wider community including:

- Public organ recitals, concerts and services, often for charitable causes
- Dedication of the new west end and Installation of the new Provost
- Guild of Vergers
- Diocese of Chichester, Year 6 Leavers Service
- Two public Christmas carol services
- A carol service for Care for Veterans
- The Sense of Place Flower festival organised by the Sussex area of NADFAS Flower Arrangers

5,000 visits to the Chapel from the local community in 2023.







### **Lancing College Farm**

Lancing College is one of very few schools to have its own farm and it offers the school and the local community a wide range of benefits as well as being at the forefront of conservation and land management. Community-based conservation and educational work continues to be at the forefront of our activity.

During term time the farm is a popular destination for school visits, over the year this amounts to over 100 school visits. Nurseries and community groups frequently attend for shorter visits.

Community-based conservation work continues to be key to our activity and the work we do with educational groups and schools is thriving.

### **Staff housing**

The College Estate portfolio includes 38 houses occupied by staff 'for the better furtherance of their duties', under a license to occupy. There are a further 39 residences within College buildings occupied by housemasters, deputy housemasters, matrons and other appropriate staff which are mostly occupied during term time.

# Measuring our impact

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This section provides some high level insight into the Strengths, Weaknesses, Opportunities and Threats, into Ecosystem Services and economic outputs the Lancing College Estate generates. It also considers the contributions from current management and activity, and that the future projects and initiatives arising from the Whole Estate Plan will add to the Aims and Objectives of the South Downs National Park Authority's Partnership Management Plan.



## SWOT

### Strengths

- Highly respected, internationally known, longstanding boarding school
- Part of the Woodard Corporation
- Active business that enables investment in the maintenance of the heritage buildings
- The Grade I school Chapel attracts visitors and interest
- Grounds and playing fields are maintained
- It is a local employer
- Supports local businesses and suppliers
- Governance through a board of Governors
- Use of facilities and land for local community groups (e.g. swimming, scouts) and special interest groups
- Regular flora and fauna studies
- In the South Downs National Park
- Pool of students to generate and engage with new sustainability initiatives

### Weakness

- School activity putting pressure on fabric heritage buildings
- Limited public access due to safeguarding
- Balancing sustainability, and good environmental practice in the everyday running of the College
- Travel dependence for staff and pupils from inadequate public transport opportunities
- Balancing environmental impact of the education business
- Continuity of projects or initiatives due to school curriculum and academic year cycle

### Opportunity

- Taking the farmland back in hand will give more control to reduce chemical use.
- Regenerative farming practices
- Livestock on the College Farm for grazing the chalkland

### Threats

- Government policy change in the taxation of independent schools
- Not achieving expansion aspirations or falling numbers at the College.
- Reputation change
- Subsidy change on the farmland
- Regulations are hard to apply to heritage buildings such as EPC, accessibility

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## Ecosystem Services

The Lancing College Estate is a varied natural capital asset that offers a range of ecosystem services. Ecosystem services are described as the direct and indirect benefits people and society get from the natural environment. These are grouped into four broad categories: Supporting, Provisioning, Regulating and Cultural.

Supporting services are functions, provided by ecosystems, that underpin the other services. These are based on soil formation, nutrient cycling, water, and biodiversity.

Provisioning services are the material products from ecosystems i.e. the production of water, food, and shelter; the basic needs of individual plants and animals.

Regulating services are the result of natural processes such as the regulation of air, water or soil quality. This also includes flood and disease control.

Cultural services are the ‘non-material’ benefits for people from contact with ecosystems, such as leisure, recreation, and community opportunities, cultural heritage experience and well being from engagement with nature.

The Lancing College Estate engagement and investment in the natural capital generates a range of supporting, provisioning, regulating, and cultural ecosystem services. This is of benefit to the students and staff who live and work at the College and is also a positive advantage to their close neighbours in the villages and towns nearby and visitors to the College.

Those who are involved in the management of the College and Estate work hard to consider the impact on ecosystem services of both daily operation decisions and longer-term investments.

The following table provides an insight into the way the Estate currently generates and contributes to Ecosystem Services. The range and specifics of Ecosystem Services provided will be a dynamic process as we continue to develop our understanding and land management approach. Where opportunities are already identified these are included with relevant comment. We expect to conduct regular analysis and assessments as part of our monitoring and improvement plans.





**Table 2: Ecosystem Services from Lancing College Estate**

Ecosystem Service	Inputs	Outputs and Outcomes
Supporting Services		
Soil formation	<p>Reduced use of chemicals and fertilisers, retention, and addition of woodland.</p> <p>Grazing by native breeds on the rough woodland, arable stubbles and herbal leys, use of nitrate fixing break and cover crops, soil loss management via addition and maintenance of hedgerows.</p>	Improved soil health, creation of new organic matter, carbon sequestration and retention of existing soil.
Production	Rotational cropping and grazing, reduced use of chemicals, light tillage farming practices with direct drilling and under seeding. Extension of woodland. Woodland management to Forestry Commission standards.	Enhanced quality and nutrient value of produce from the land, addition of +3,000 trees by 2024.
Nutrient cycling	Use of natural fertilisers from livestock. Re-wilding field corners, nutrient rich grassland, legume mix nitrate fixers in the farming rotation.	Improved nutrients in soils, reduced run off.
Water cycling	Protection of precious reedbeds along the Ladywell Stream, maintain the ponds and valuable River Adur floodplain to the east of College Farm.	Improved water quality in Ladywell Stream.
Biodiversity	Regenerated woodland to create mixed Sussex downland with higher proportion of native trees, sustainable woodland management, coppicing, areas of minimal mechanical intervention, conservation grazing. Mixed farming practices.	Creating an environment appropriate to support joined up wildlife corridors such as the Buglife B line insect superhighway, a range of priority habitats attracting Schedule 1 and Red List, rewilding of field corners.
Provisioning Services		
Water supply	Protecting the Ladywell Valley springs by exclosure fencing and vegetated corridor, reduced artificial fertiliser and chemical use, capturing rainwater for reuse.	Ensuring clean run-off into the stream and river.

Ecosystem Service	Inputs	Outputs and Outcomes
Food production	Native breed meat and regenerative cereal production.	Use of meat from the College Farm within the kitchens and for sale locally. Education for the College students and visiting children and special interest groups.
Energy production	Significant potential for solar thermal, for roof mounted & ground mounted PV for energy and hot water production. Further investigation into the potential of wind energy.	Potential for on site production of hot water and electricity from PV for use in the College and Estate houses. Potential to export to the wider community.  Firewood from woodland management.
Genetic diversity	Positive management of the diverse habitats.	A range of priority habitats across the Estate, habitats for migrating birds.
Regulating Services		
Air quality	Maintenance and extension of the woodland. Extension of species rich grassland and rewilding of field corners.	Air purification capacity across the Estate.
Carbon storage	Extension of the woodland, light tillage farming techniques, reduced use of artificial fertilised, arable / livestock rotation to improve soil health, rewilding field corners.	Increasing carbon storage capacity across the Estate.
Water and flood	Lighter tillage farming techniques, protecting the Ladywell Stream reedbeds.	Aiding natural function of the River Adur and its floodplain.
Erosion	Retaining tree stumps during woodland management on the steeper slopes, additional hedgerows dividing larger fields, lighter touch farming techniques, grazing on the chalk downland.	Retention on soil in exposed areas and steeper slopes.
Disease and pests	Woodland maintenance to remove diseased trees and management of invasive species. Management and stewardship of diverse habitats.	Regulating pests and disease by supporting a range of predators and parasites.



Ecosystem Service	Inputs	Outputs and Outcomes
Pollination	Management and stewardship of diverse habitats, extended area of hedgerows. Potential to establish large arable field margins with a variety of grasses and wild flowers to encourage a variety of insects.	Encourage pollinators with improved network connectivity and habitat areas.
Cultural services		
Leisure and recreation	Supports visitors and local community via access to the College sport facilities for local schools and clubs, access to the land for local interest groups for survey work, such as bird ringing or butterfly counts, public access to the College Chapel.	Facilitated access to the countryside and nature for local community groups with associated health and wellbeing benefits.  Enable recreational and sporting activity.
Community and education	Access of the College facilities for the community and other schools. Associate schools programmes. Summer schools. School visits to College Farm. Maintenance of PRow network within safeguarding parameters.	Facilitated access to the countryside and nature for local community groups with associated health and wellbeing benefits  Enable recreational and sporting activity  Learning programmes on nature, regenerative farming and animal care
Cultural heritage	Maintenance of heritage assets and listed buildings in line with their intended use as a College  Public use of Chapel, Theatre etc.	Heritage conserved, enhanced, and experienced.
Sense of place	Conservation of heritage setting and maintenance of associated 'public' realm  Land management and maintenance to retain landscape character. Potential to restore Lancing Hill to species rich chalk grassland.	Continued presence of College buildings and Chapel in viewshed.  Maintaining the appeal of a rural boarding school with direct access to the countryside for students.
Visual amenity	Maintaining the landscape and protecting the views as a local visual amenity.	Contribution towards Worthing to Shoreham Green Gap, viewshed and experience of Adur valley and floodplain and of College buildings and chapel within viewshed.

## Economic impact and contribution

For nearly 175 years Lancing College has been entwined in the fabric of the local economy. Over the decades this relationship has developed as the College changed and adapted to local and national conditions. Over the last five years, this relationship has arguably been at its strongest and the local community has benefitted as the school has grown to its largest size ever. This means more employment and employees spending, more business for national and local suppliers and more taxes paid to support wider society. Lancing College contributed £40.8 million to UK GDP in 2021/22 and £20.1 million to Adur Local Authority.

	GDP	Employment	Tax Paid
Direct Impact	£17.1m	433 jobs	£5m
Indirect Impact	£7.7m	151 jobs	£1.7m
Induced Impact	£16m	291 jobs	£5.7m
<b>Total Impact</b>	<b>£40.8m</b>	<b>875 jobs</b>	<b>£12.5m</b>

Source: Report undertaken by Oxford Economics and commissioned by The Independent Schools Council (ISC). December 2022

## Direct Impact

This is a measure of the economic activity undertaken by Lancing College in the 2021/22 academic year which amounted to over £17 million. This sum is generated as income from school fees for over 600 pupils paid for by parents and by income from commercial activities. This could include, for example, our Summer School, Little Lancing Day Nursery or from selling produce from the College Farm to local restaurants.

In teaching and caring for our 600 pupils from 40 different nationalities, there is a large and expert teaching and pastoral staff, dedicated staff for every House and our medical and domestic team. 443 'direct' jobs (including our Prep Schools) also include the significant number of support staff who manage, maintain and conserve our historic buildings and estate which covers several hundred acres of the South Downs National Park.

The school also makes direct tax contributions in the form of employer contributions, business rates and taxes. It also includes taxes (such as fuel duty) on business supplies.

## Indirect Impact

The benefits of indirect impact are associated with the College's complex supply chain and the third party businesses who supply goods and services for the smooth running of the College. This includes payments made by the College, the employees of the business and the taxes that the businesses then pay. Examples of suppliers within the College supply chain include immediate spending on catering supplies, IT resources, local bus, and taxi firms as well as longer term building construction projects.

## Induced Impact

This measures the wider economic benefits that arise when the College staff, and workers in their supply chain, spend their earnings, for example in retail and leisure establishments.



**Table 3: Contribution towards the Outcomes and Priorities for the South Downs National Park Partnership Management Plan 2020-2025**

SDNPA Outcomes	SDNPA Priorities	Lancing College Action/ Activity	Lancing College Outputs and Outcomes
Outcome 1: Landscape and natural beauty	1.1 Protect the landscape character  1.2 Create green infrastructure  1.3 Target new payments	The woodland and hedgerow planting programme will be incremental  A softening of the worked land with field corners seeded with grasses and wild flowers  Countryside Stewardship across the farmed land and opportunities to engage in market for Nature based solutions in association with Adur & Worthing Councils and other partners  Restoration of species rich grassland on Lancing Hill  Further development of the College campus to be kept within the 'visual perimeter' of the existing built campus infrastructure	Contribution to landscape character areas maintained and enhanced  Creation of additional green infrastructure  Additional green finance secured to investment in South Downs National Park and net increase in area of land managed for nature – contributing towards ReNature 30 by 30 targets
Outcome 2: Increasing resilience	2.1 Improve soil and water  2.2 Improve trees and woodland	Move to mixed rotation farming practices with lighter tillage, to improve soil health and carbon sequestration  Graze the rare breeds on the land  Reduce chemical use in farming  Regenerate woodland to mixed Sussex Downland with native trees. Remove diseased trees from the woodland as part of the management plan  Restoration of species rich grassland on Lancing Hill	Increased soil health  Increase carbon storage and sequestration  Slower rates of surface water run-off  Cleaner water into aquifers

SDNPA Outcomes	SDNPA Priorities	Lancing College Action/ Activity	Lancing College Outputs and Outcomes
Outcome 3: Habitats and species	3.1 Join up habitats 3.2 Manage priority and invasive species	<p>Hedgerow management and cutting to discourage corvid attacks on nests</p> <p>Creating wildlife corridors through additional hedgerow planting and nature friendly management</p> <p>Natural regeneration in woodlands</p> <p>Reconnect pockets of chalk grassland with arable reversion on Lancing Hill</p> <p>Repeat Sussex Wildlife Report to monitor wildlife activity</p>	Contribution to Nature Recovery and to Nature Recovery Partnership objectives
Outcome 4: Arts and Heritage	4.1 Conserve heritage 4.2 Promote contemporary arts and crafts	<p>Maintenance of heritage buildings, including the Grade I listed Chapel</p> <p>The Chapel is open to the public to visit daily and attracts 6,000 visitors annually for tours and carol services</p> <p>The Chapel hosts the Sense of Place Flower Festival organised by the Sussex NADFAS Flower Arrangers</p> <p>Greater community access to the performing arts facilities, theatre and art resources out of term time</p> <p>Implementing the 2014 Heating Strategy Study</p>	<p>Conservation and daily use of Gd 1 Chapel, Gd 11* Quads and Great School and Gd 11 listed Fields House together with their settings and associated view sheds</p> <p>Community experience of and access to arts within heritage setting</p>
Outcome 5: Outstanding experiences	5.1 A national park for all 5.2 Improve accessibility 5.3 Encourage sustainable transport	<p>Actively inviting schools to visit the College Farm</p> <p>Community use of the College buildings and land out of term time</p> <p>Supplying further staff accommodation on site</p> <p>Onsite business to encourage visitors within safeguarding parameters, such as weddings or public use of the amphitheatre</p>	Learning, engagement and outreach experiences for communities of place and interest



SDNPA Outcomes	SDNPA Priorities	Lancing College Action/ Activity	Lancing College Outputs and Outcomes
Outcome 6: Lifelong learning	6.1 Provide outdoor learning for young people	<p>Supporting the Scouts with access to the Ladywell Valley activity site</p> <p>College Farm for College students but also for community groups and local schools</p> <p>The Equestrian Centre supports riders from the community with BHS assessments</p> <p>Opportunities to learn through regular survey and monitoring of flora and fauna on the estate</p> <p>The Equestrian Centre which opened in 2017 hosts 160 riders weekly from the local community</p> <p>During term time the farm is a popular destination for school visits, over the year this amounts to over 100 school visits. Nurseries and community groups frequently attend for shorter visits</p>	Learning experiences for young people within the National Park
Outcome 7: Health and wellbeing	7.1 Improve health and wellbeing	<p>In the region of 1,000 people visit, live and work at the College so giving great access to places outside (benches, work areas, café tables) to spend time in during the day would benefit all</p> <p>Instigation of the sustainability initiatives to help everyone make a difference</p> <p>Between January and March some 50 U13 boys and girls from the Seagulls and Lancing Colts played home matches on a Sunday morning</p>	Health and wellbeing outcomes
Outcome 8: Creating custodians	8.1 Increase volunteering	<p>Visitors are welcomed to Lancing Chapel by the vergers and volunteer guides</p> <p>College pupils volunteer programme in the community as part of their learning</p> <p>Students volunteer on the College Farm, and learn about animal husbandry, woodland management, planting</p>	Deliver and facilitate volunteering activity

SDNPA Outcomes	SDNPA Priorities	Lancing College Action/ Activity	Lancing College Outputs and Outcomes
Outcome 9: Great places to live	9.1 Increase affordable housing 9.2 Support vibrant communities 9.3 Improve digital infrastructure	Making more of onsite staff accommodation available Providing and enabling access to community, recreation, and sports facilities Varied and intense holiday and events programme, using the College buildings and facilities, within safeguarding parameters	Contribution to local community vitality, opportunities for communities of place, learning and growth for pupil body
Outcome 10: Great places to work	10.1 Strengthen enterprise 10.2 Increase destination awareness 10.3 Promote sustainable tourism	Maintain close relationships with the other Woodard corporation schools Direct contribution to local economy via purchasing and employment (see impact report) Today, Woodard educates over 30,000 pupils across academy, independent and state Seven members of staff act as Governors of state-maintained schools and academies. Several staff are trustees of other charities. maintained schools International recognition with overseas students	Employment Purchasing Strong contributor to destination brand of South Downs National Park, Adur & Worthing



# Action Plan

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This section provides an insight into the projects and initiatives the College expects to bring forward during the period of the Whole Estate Plan. Circumstances may influence the timing and eventual detail of these proposed interventions. Activity may vary depending on conditions and the challenges and choices facing those responsible for leadership, management and preservation of the College, its land and fabric.

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Projects are grouped thematically. The information provided projects and initiatives is indicative. Individual projects will be subject to detailed feasibility, will require specific funding and viability assessment, and where necessary will be subject to the planning process. Detailed proposals will be worked up by the College with its advisors and collaborating project partners, sharing and consulting with other stakeholders and local community as appropriate.

Each project area is presented with commentary on rationale, response, timeline and the outcome sought. Links to the ten objectives set within the Whole Estate Plan and the wider aims and objectives of the South Downs National Park Authority Partnership Management Plan are summarised in Table One in the opening section above. The Action Plan is followed by a Closing Statement. Lancing College's overarching contribution to South Downs National Park Authority Outcomes and Priorities is set out in the final part of this Plan (below).

Any and all new development arising from these projects will require the appropriate planning and listed building consents. There will be a need to engage in pre-application discussions and where possible 'co-design' with the SDNPA (and relevant stakeholders) to give the best chance of securing the necessary permissions.

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Lancing College Hallway







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## Project One: Natural capital enhancements

### Rationale

The College Estate is an important natural capital asset. Recent history of stewardship is mixed, with some excellent outcomes associated with woodland planting and extension, the provision of Biodiversity Net Gain for the A27 and the continued ecological quality of the Ladywell chalk stream and associated habitat. Remaining land use has been sub-optimal with a 'green revolution' farming system. The college has begun to transition to a far more regenerative farming system with introduction of herb rich break crops and grazing livestock and intends to go further.

### Response

The College is planning the following evolution of existing practice and new initiatives:

- i) Arable reversion to species rich chalk grassland on Lancing Hill. Led by the College, partnering with Adur & Worthing Council and Sussex Wildlife Trust. Potential to include the land in the ReNature Credits scheme and commit to South Downs National Park Authority's 30by30 nature recovery target.
- ii) Computation of habitat uplift using the Defra BNG metric and contribution towards BNG needs arising from the College's own development programme, its ambition to be a nature rich Estate, and subsequent exploration of opportunities for the sale and delivery of nature-based solutions to third parties.
- iii) Collaboration with Adur & Worthing Councils and the River Adur Restoration project to help re-connect the river with its floodplain.

### Timeline

During the first three years of the Plan Period.

### Outcome

Net gain of valuable habitat and restoration of species rich chalk grassland. Potential contribution to off site BNG needs within Adur & Worthing District.

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## Project Two: Decarbonising our energy

### Rationale

Energy costs are a major contributor to our fixed costs. The use of fossil fuel based energy causes Greenhouse Gas emissions. Decarbonisation and increased self reliance in the production of renewable heat and power will be transformational and is fundamental to a sustainable and viable future for Lancing College.

### Response

Extensive fabric improvements, the installation of a network of heat pumps (air and open loop ground source) and a ground mounted PV array sufficient to generate c 3 MWp to 3.5 MWp (likely requiring c 5 to 6 hectares within the environs of the College campus). This project is not feasible or viable without the financial savings from generating a substantial proportion of our own electricity.

### Timeline

Feasibility and financial planning are underway. Work on site selection is ongoing. Pre-application discussions with Adur & Worthing Councils and the South Downs National Park Authority will be sought during 2025. Planning applications should be expected within the first two to five years of the Plan period.

### Outcome

A decarbonised heating system enabling a clear pathway to an affordable and sustainable Net Zero energy position by 2050.

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Renewable Energy Solar Panels







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## Project Three: Campus improvements

### Rationale

Lancing College contains heritage, cultural and natural capital assets of huge value. The College is responsible for their maintenance and stewardship. All heritage buildings (save the original College Farmhouse) were designed for educational use. This remains the best use of these buildings and the best way of caring for and preserving them. The Campus must continue to evolve and improve if the College is to respond to changing educational needs and demands, and if it is to remain competitive in an increasingly challenging market for privately funded education.

A strategic overview of the College's current thinking is provided within the Miller Bourne 2023 Masterplan. Individual projects will come forward as need and finance dictate.

### Response

Specific projects the College would like to progress at some point during the Plan period include a new Boarding House, a Performing Arts Centre, Science building and associated classrooms, improved parking provision and a Sports Village.

### Timeline

During the period of the Whole Estate Plan. Specific timing subject to trading conditions and the availability of affordable capital.

### Outcome

An educational campus fit to deliver excellence in education.  
A College enterprise that is financially sustainable and fit for purpose.

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## Project Four: Diversify the College enterprise

### Rationale

Lancing College contains heritage, cultural and natural capital assets of huge value. The College is responsible for their maintenance and stewardship. All heritage buildings (save the original College Farmhouse) were designed for educational use. This remains the best use of these buildings and the best way of caring for and preserving the heritage. The market for private education is becoming ever more competitive. Recent regulatory change will add to competitive pressures. The College must make full use of all the assets available to it to generate the revenue needed to sustain the educational mission and maintain the natural and built environment that hosts it.

### Response

The College has undertaken a full review of commercial options in association with specialist consultants RSAcademics. This review has identified a series of opportunities that the College will further explore. Some of these are likely to require change of use of buildings and some land use. Those identified that are expected to come forward during the Plan period are:

- i) Reuse of the buildings and yard at former College Farm for a 'public and visitor facing' use. Most likely some form of destination leisure offer including hospitality and ancillary retail, perhaps with an element of event and meeting venue.
- ii) Change of use of some land to the south and west of the site. Inclusion of visitor-attracting crops on land to the south and west of the College such as lavender, wildflowers, seeds or orchards, managed in association with a 'visitor facing' enterprise.
- iii) Creation of a Visitor Cafe with improved on campus parking and drop off.





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## Timeline

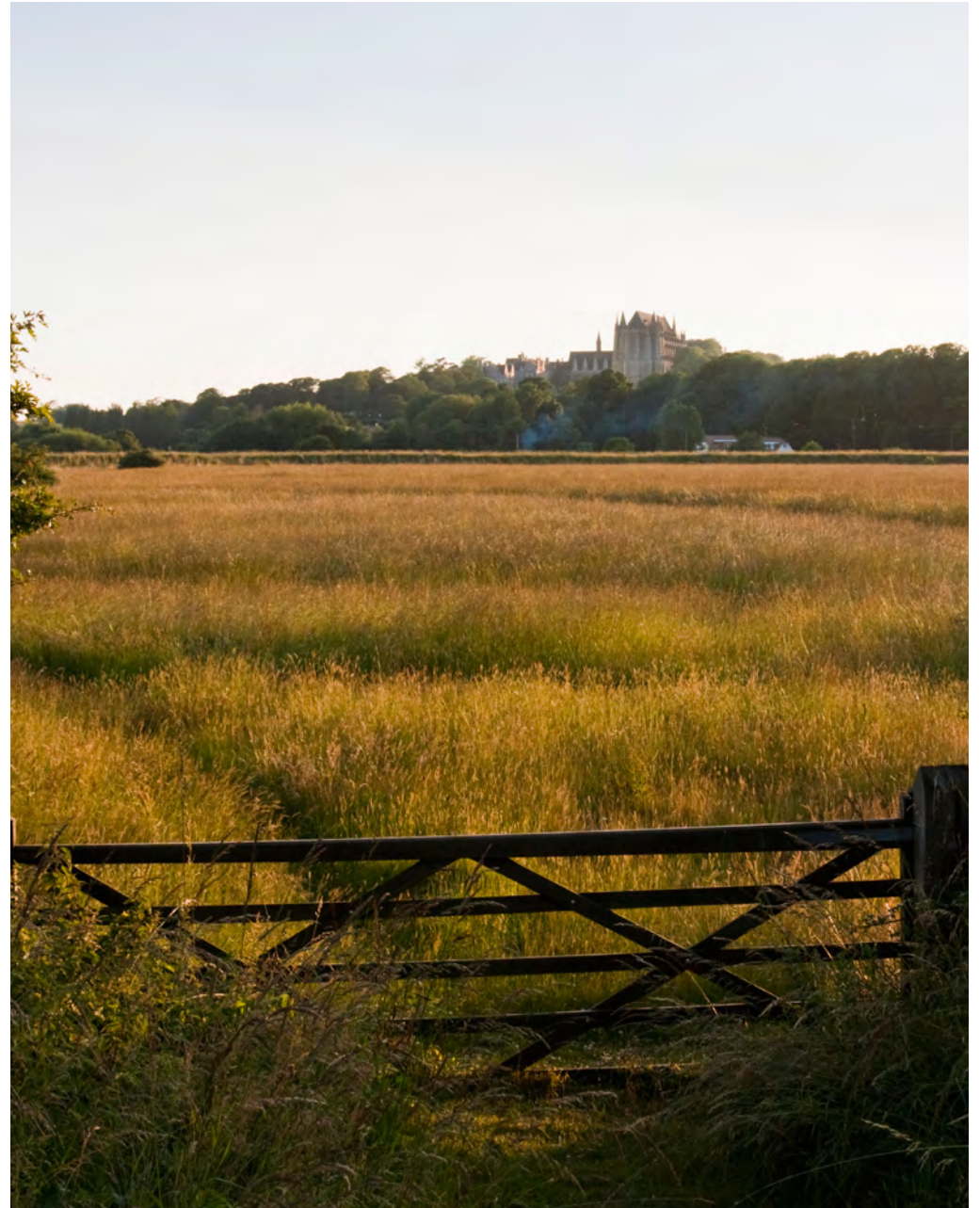
Feasibility and financial planning are underway. Firm proposals for the re-use of College Farm are likely to emerge during the first three years of the Plan period with timing of development subject to conditions and availability of finance (this project comes behind onsite energy generation in the 'queue' for capital). Change in land use is less capital reliant and there is logic in the establishment of crops prior to the development of the visitor facilities. Timing on the construction of a dedicated Visitor Centre is less certain and more subject to opportunity (in terms of available funding).

## Outcome

Increased business resilience through diversified income and use of assets. Added value to the local economy through employment and spending, enhanced facilities available to the local community and visitors to the South Downs National Park

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Lancing College and River Adur estuary | Chris Holt





## Project Five: Connecting learners and community with nature and heritage

### Rationale

Lancing College contains heritage, cultural and natural capital assets of huge value. The built environment has been designed for education within the Christian Anglican tradition. Learners experience these assets everyday they are at the College. Community groups regularly experience the College's heritage buildings and their settings, through sports, performing arts and Chapel. Despite regular exposure neither learners nor community groups will necessarily understand the context or full significance of the spaces they are living and working in or visiting.

The stories and significance associated with heritage assets, the deep timeline of human occupation and intervention within the landscape of the South Downs, and the role that land, its use and management have to address some of societies greatest challenges around climate and sustainable living offer rich learning which offers value of all kinds to recipients. Added to this, the challenge of maintenance and preservation is significant and relies on the support of a wide range of donors. Creating awareness of significance is a vital part of securing tangible support (financial and other) for this work.

### Response

The College will maintain its practice of connecting pupil learning experience with its natural, cultural and built heritage, within the curricula where possible, but also as part of the wider lived College experience. The College will also work closely with local community and user groups, and in particular with the Friends of Lancing College to share the stories and significance of the spaces that people are enjoying, and the role they may play in helping maintain and preserve it. Initiatives will include:

- i) Welcoming the Rotary Club to the Chapel.
- ii) Hosting events such as leavers services for local primary school children, and community events such as the Lord Lieutenants' Awards or memorial services.
- iii) Encouraging the students into the wider site as part of the biology, geography, and drama curriculum, using the space to host events such as the 12 mile Malawi walk to raise money to support international causes, for learning through the Scouts and Combined Cadet Force, and for physical exercise with the cross country course and equestrian hacking track.

### Timeline

This project thread will be ongoing during the period of the Whole Estate Plan.

### Outcome

Enhanced connection with, understanding and awareness of the natural, built and cultural heritage of Lancing College across its pupils, their parents, alumni, user groups and local community leading to improved personal experiences and insight, and greater levels of tangible support for their maintenance, preservation and effective use.



Alice in Wonderland | Stream Sampling in the Ladywell Valley





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## Closing Statement

This closing statement provides a final perspective for readers of the Whole Estate Plan for Lancing College Estate.

This Whole Estate Plan offers an insight into Lancing College. It tells the story of its foundation, the creation of the iconic Chapel on the hill, and its associated school buildings. It seeks to explain how the College became what it is and what came before it. It explains what the leaders of the College and their colleagues across the Woodard Corporation are seeking to achieve. It offers an understanding about the activity that takes place at Lancing College, and the challenges associated with caring for and operating a modern school within such a rich and significant natural, cultural and built heritage asset.



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The Whole Estate Plan differs from many others produced within the South Downs National Park area. It is perhaps more focused on built space and heritage and less on natural capital, landscape and broader social and community roles, facilities and activities than others. This is due to the makeup of the Estate, which at only 158 hectares, is dominated by the extensive and significant built environment it hosts, and by its core purpose as an educational campus operating within a rich heritage setting.

Some readers may feel that the Aims and Objectives and Action Plan arising from them is a little too focused on the core purpose of education, and the proposed change and evolution to the built environment needed to sustain the viability of educational enterprise. This is, we believe, an unavoidable and necessary position.

It is true that Lancing College Estate is in many ways dominated by a single use and imperative. Not only is this enterprise our core purpose, but it's ongoing success is vital if we are to continue the use of the heritage buildings for which they were conceived, designed and built into the future, safeguarding the built fabric and setting as we do so.

Notwithstanding this position, the College recognises the considerable value and importance of its wider land holding, and the range of public as well as private goods that can be derived from it. We care deeply about, and have invested readily in our natural capital. We will continue to do so and are excited about the opportunities that remain to further enhance the condition of our soils, to restore the land at Lancing Hill to species rich chalk grassland, and to collaborate with other actors, supporting as best we can (subject to the needs of our core purpose) the restoration and continued enhancement of a functional River Adur and associated floodplain.

We hope you will find the Whole Estate Plan of interest, and that you will feel more connected to Lancing College when you have read it. Should you wish to engage, visit or support us in anyway please do get in touch.





# Lancing College Estate

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## Whole Estate Plan

For further information please contact:

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