

Eastbourne College Board DRAFT MINUTES

Date	6 March 2019	Time	15.00
------	--------------	------	-------

Venue	Corporation Room, Tyler House, Eastbourne
-------	---

Chair	Peggy Hall
-------	------------

Membership: Peggy Hall (Chair), Henry Ball, Joanne Rogers, Keith Ridley, Therese Osula Winthe, Sam Skevington, Aiden O'Dwyer, Huxley Know-Macaulay

In attendance: Principal Eastbourne College (Rebecca Conroy), Executive Director Strategic Partnerships and Engagement (Dan Shelley), Andy Thomas (Custard Print)

Apologies: Huxley Knox-Macaulay (Ratton School), Peggy Hall and Henry Ball

	Item	Action
1)	<p>Apologies Apologies were received from Peggy Hall, Henry Ball and Huxley Knox-Macaulay.</p>	
2)	<p>Declarations of Interest Sam Skevington declared an interest with family and friends who work as contractors for the College.</p>	
3)	<p>Chair's introduction and welcomes New members were welcomed to the Committee and introductions included:</p> <ul style="list-style-type: none"> • Andy Thomas' is Managing Director at Custard Design, a local design and print company. He has been working with the Computing department as part of the Industrial Placement project to provide up to 40 students with 45 placement days. The focus is on website development, programming and app development. The next stage is providing students will workable projects to get them up to speed on web design. Rebecca Conroy noted that this project is a fantastic blueprint for projects with other employers. Both noted that the programme is going brilliantly. • Sam Skevington is the Local College Board member for business support and is the Administrator for Progression Studies Learning. Sam has worked at the College for over 7 years • Therese Osula Winthe is the Local College Board member for teaching and is the Curriculum Quality Lead for Science, Maths and Business Studies. Therese has worked at the College for 3 years and works across Eastbourne and Lewes. She had previously worked at Sussex Coast College Hastings. Therese has just been put forward by the College for a scholarship for a national Professional Management qualification. She noted that here are so many opportunities available for staff at the College 	

Education case

Tim Hulme and Dan Shelley reported that the Education Case is an evidence based document looking at trends over the last three years. (see paper for full details). Key points included:

16-18s - There has been a significant drop in 16-18s over the last three years, 890 to date and likely to be around a 1200 drop by year end. The highest proportion is in Eastbourne. 10 years ago, there were 900 A Level students, the figure is now 300. In part this is due to the demographic decline, last year was the lowest level of year 11s and figures will start to rise year by year until 2021 to return to the level from 8-10 years ago. People have not been choosing the College and instead have enrolled at sixth form colleges such as Bexhill College and BHASVIC or staying on for school sixth form. Eastbourne is the problem area for the College Group for both student numbers and reputational amongst Schools and within the local community.

HE - demographics are being hit at the moment. The levels of unconditional offers have gone up and HE providers are struggling.

Apprenticeships - starts have grown marginally. The College Group has only 25% of the market compared to private competitors who have 60%.

Wave Leisure has developed health hubs, promoting primary care with sport focusing on public health. The aim is to equip students with linked skills such as these to equip them for work.

The Chair reminded the Committee that a lot of work has been done with employers as well to ensure that student's skills match what employers need. Dan Shelley reported that in May and June the College will be consulting with employers and stakeholders to receive their feedback in advance of the publication of the prospectus for young people that will be shared with them in year 11.

Communication, digital and project management skills are essential. With technology moving so fast A levels do not keep up with what is happening and are always at least two years behind. Tim Hulme noted that the changes being introduced will make staff and colleagues feel unshackled and able to work alongside employers with more agility.

Lewes is predominantly an A Level centre and it could draw from Brighton and well as more locally. The offer and benefits of studying at the College need to be specific and clear, demonstrating the career paths and employability and exactly what a student would gain from studying at the ESCG, i.e. a smaller campus with a sense of community.

Members asked if there was any dialogue with Bexhill College about A Levels. It was noted that there is not to date but managers are working hard looking at how to improve the quality across the county in a partnership approach.

Dan Shelley noted that Newhaven is the preferred provider to take over the University Technical Centre (UTC), to be run in partnership with Eastbourne

	<p>Borough and Lewes District Councils. This is still at a very early stage.</p> <p>Tim Hulme noted that there is currently no capital to invest in buildings. Options for Eastbourne are either part sale of site and refurbishment of existing site, or sale of full site and relocation to the town centre. Investment appraisals and feasibility studies have just commenced. Any capital project needs to ensure that it is going to offer value for money over 50 years as it would be a significant level of risk and investment. Tim Hulme noted that the Board had specifically asked the Executive Team to research what is possible at Eastbourne and what a town centre option would look like. The current Eastbourne site could accommodate up to 500 new homes with a profit of £50m. He noted that a town centre option would have a positive impact on green travel and the ESCG carbon footprint.</p> <p>Keith Ridley noted that a key concern in Eastbourne has always been suitable parking and asked if the impact on parking was included in the brief. Tim Hulme noted a full access strategy would be carried out; initial thoughts are that the new Beacon centre would provide adequate parking for the College on weekdays. Keith Ridley asked whether JCP are involved in discussions and Tim Hulme noted that it is a Legal and General site and there would be the costs of acquisition and demolition involved.</p> <p>Tim Hulme reported that the long-term sustainability of the hospital is a key consideration as part of the early discussions.</p> <p>The Committee asked about timelines and Tim Hulme reported that occupation would be around September 2023 if a town centre option goes ahead. He reported that the Exec team would be going out to staffing teams following the CEO's detailed presentations this week to share more detail and to go through all the options will staff. He stressed that no decisions have been made yet and the Exec Team in is the early stage of option assessments. Whilst the team is keen to keep people up to date on the early thinking, all discussions at this stage are to remain confidential ahead of full Board decisions on the way forward.</p> <p>The Committee agreed that the Exec Team is doing a good job of knowing what the education needs are now and in the future and considering sustainability.</p> <p>Andy Thomas asked if the Eastbourne campus is the largest of the sites and Dan Shelley noted that it is but has had the biggest drop in student numbers over recent years. The Eastbourne site is very spread out and lacks a collegiate feel in comparison to Hastings which, the Chair noted, is more like a hub for the community.</p>	
4)	<p>The minutes from the meeting on the 6 November 2018 were approved as a true and accurate record. The matters arising were noted and agreed or in progress or on the agenda.</p>	
5)	<p>Update on Eastbourne College Board membership – stakeholders, students, staff members</p> <p>Rebecca Conroy welcomed the new members. Potential new members the</p>	

	<p>Principal was keen to follow up on include:</p> <ul style="list-style-type: none"> • Duncan Kerr, the CEO of Wave Leisure who is keen to work with the College who would bring a real strength to the Board around public health which is a key part of the curriculum offer • Richard Garland, from the Chamber of Commerce who has a background in surveying and has been supportive and proactive linking employers with student placements • A member from Eastbourne Borough Council in the future <p>Rebecca Conroy noted that she is looking for people who have a connectivity with the Eastbourne campus and will be able to take an iterative approach and develop a relationship to add value and meaning to the Board.</p>	
6)	<p>Local College Board KPIs</p> <p>Rebecca Conroy highlighted the following:</p> <ul style="list-style-type: none"> • There are huge challenges faced with declining numbers. • An exercise to provide an accurate position for outcomes for Eastbourne and Lewes has been undertaken. The data from Lewes and Hastings is strong. The real challenge is Eastbourne which is the weakest of the three • The offer at Eastbourne is diverse and the quality systems have not delivered what they should have done for the last 8-9 years. • Targets are challenging and stretching within the framework of the overall KPIs. • The Chair asked how much consultation had taken place around the KPIs. Rebecca Conroy reported that the Principals had worked closely as a group then involved the CEO. They looked at the headlines of where the Colleges need to be and the sector benchmarks. The overall effectiveness grade is not inspirational at Requires Improvement and the College wants to be able to self-assess as Good. However Ofsted will want to come in and see a track record of good data which is just not available at this stage. She assured the Committee that the College is working hard to turn the overall effectiveness grade to Good as soon as possible. • The Chair noted that the comms strategy is going to be really important to create a culture of aspiration and achievement • The Committee agreed that quality is key and has to be in place. It will take time in terms of reputation for this to filter through to the community. She noted that there is a whole plan to generate more excitement on the campus • The Chair asked the staff members how they see their involvement to support the leadership to attain targets. They noted that teachers feel that the perception of low quality standards is driving students away. Students are coming in with good grades and the quality of secondary schools is good in the area and the College should be doing more to progress students. The perception of the College is poor and many colleagues would not send their children here. Teaching staff are happy with the management plans that the CEO talked about this week but have concerns about how the College will improve and worry that the Eastbourne campus will be shut down. The Chair noted that feedback from staff and students is really important and the Committee welcomes 	

	<p>all feedback both positive and negative about the real picture to inform managers and board members thinking</p> <ul style="list-style-type: none"> • It was agreed that there is an urgent need to raise public profile for the College one year on from the merger and Group formation • Rebecca Conroy noted that secondary heads are very supportive to see and understand and support the changes. They are a powerful stakeholder group and she is working with them closely. It was agreed that their feedback is valuable around quality and education. Tim Hulme noted that small incidents contribute to the reputation of the College, for example the way that students exit the campus • The Chair asked that the KPIs are regular revisited and suggested that some qualitative commentary is included for the next meeting to accompany the data.. <p>RESOLVED: The Committee approved the ELCB KPIs</p>	RC
7)	<p>Eastbourne Local College Board Terms of Reference The Dir Gov noted that the terms of reference had been approved at the last meeting subject to the inclusion and approval of Local College Board KPIs. RESOLVED: The Committee approved the Eastbourne Local College Board Terms of Reference.</p>	
8)	<p>Local College Board Policies (SI) This a standing item on the agenda. Currently there are no policies to consider.</p>	
9)	<p>Eastbourne Estates strategy Tim Hulme noted that the strategy is still confidential but the team are gradually sharing the ideas and vision with stakeholders. (see paper appended to minutes for full details)</p>	
10)	<p>Quality update Rebecca Conroy reported as follows: Quality improvement plan update The QIP contains a lot of basic actions which are now in place. It is monitored constantly and updated every month. Consistency on study programmes is a big amber area, progress has been made and further work will take time. The College is where it should be on delivery of training with a few areas for further work. The Chair suggested that an update on amber areas is brought to the next meeting. Rebecca Conroy reported that a big piece of work looking at case studies will take place in the summer term with a range of training.</p> <p>The feedback from the monitoring visit on the 12 December was very positive and has been shared with colleagues and stakeholders. Outstanding progress and rapid improvement was noted in the reports which meant a lot to staff who had been through a number of disappointing inspections. The Chair passed on congratulations on the outcomes of the visit. Rebecca Conroy noted that staff worked very hard and it was a real team effort. The Chair asked the staff members how they felt and they confirmed that there was a boost in morale from staff. It was noted that it had been reported in the local press which would contribute to raising the reputation of the College. Two areas picked out with good progress were English and maths and the inspection team had debated giving significant progress but attendance was the area that held it back. It is</p>	RC

	<p>an area for focus with tight controls and rewards in place going forward. Target setting is another key area of focus to ensure targets are SMART and this has been a focus for curriculum area reviews.</p> <p>Rebecca Conroy noted that progress is being made but it takes time to improve quality.</p> <p>Rebecca Conroy invited members to come in and meet with staff and students and accompany managers on learning walks around the College. Any interest, including areas to visit to be sent to the Dir Gov (sconnerty@sussexcoast.ac.uk)</p>	All
11)	<p>Employer Engagement</p> <p>Dan Shelley noted that this item should be titled apprenticeships. He reported as follows:</p> <ul style="list-style-type: none"> • The College is not in a position to provide predicted achievement but it will be better than last year. There were a lot of legacy issues in Eastbourne, particularly in the 4 year programmes in construction and engineering which are being addressed • There is a monthly meeting to look at the data and all the dials are pointing positively • At the next meeting a sector-by-sector report will be presented. • Systems have not been merged for classroom based activities across the College Group but they have for apprenticeships. Hastings was one of the largest partners for subcontracting in the SE, mainly but not exclusively subcontracted out and it has been able to share expertise with Eastbourne • Education case – this includes details about what will be done with apprenticeships. The aim is to target the top 355 employers (medium sized or above) in the area as it has not been done systematically before. The Chair asked how many of these will have levys and Dan Shelley confirmed that the vast majority will but of a small amount. He noted that East Sussex County Council have a £1.5m levy but have only spent 1-2% with the remainder going back to the Treasury • Sussex Skills Solutions is not just focused on East Sussex but on Brighton and West Sussex as well • Recent success with Brighton include 35 more teaching assistants against a bid from GB Met and working with I Talk in Brighton who deliver mobile technology nationally. This is a precursor to working with them on apprenticeships. They are a sponsor of Brighton Hove and Albion. The College Group also sponsors a box at the club • Historically the Eastbourne campuses relationship with Job Centre Plus has not worked well as the College was not responsive with their needs. Sussex Skills Solution has worked hard to rebuild this partnership and has agreed to run a wide range of pre-employment programmes targeting about 500 learners in the first year. Programmes will be include basic IT, construction, engineering, retail customer service and will be delivered off site • Dan Shelley is meeting with Amber Rudd on Friday to update her on the work the College Group is doing 	DS

	<ul style="list-style-type: none"> • Dan Shelley is working with Steven Lloyd, the lead on an employment and skills task force in the town who is focused on the Beacon, to put together a programme linked to jobs vacancies in the Beacon • Rebecca Conroy noted that it is National Careers Week and the College has invited 69 employers into Eastbourne to meet and deliver training with students. Curriculum areas have embraced employers, particularly in hair, beauty and catering. Therese Osula Winthe reported that employers from Glasgow and Dundee have come into meet with students and give them guidance about applying to university. Rebecca praised Marie Blair, the Student Services Team Leader and Stefan Crouch, Careers Advisor for their hard work in managing this process. The Chair congratulated the team on achieving such positive engagement from employers. • The College Group is sponsoring the Brighton Business Expo with the innovation hub in June to showcase T Levels • The College Group has just received its funding allocation for 16-18s for next year as well as capacity fund building for the T Levels 40 day placements • The Committee asked whether Job Centre Plus membership should be included on the Eastbourne Local College Board. Rebecca Conroy agreed that the retraining and supporting of young and older unemployed people covered off a big area of the career families and this would be a good idea 	RC
12)	<p>Recruitment and school liaison, Applications for 19/20 and EASH feedback</p> <p>Rebecca Conroy reported as follows:</p> <ul style="list-style-type: none"> • Based on last year's applications there has been a 25% drop, with the majority in A levels. Overall groups planned and classes with low numbers have been reduced in response to this. • Eastbourne Live Event – the aim is to take the concept of the open evening and make it more exciting and innovative. The last event attracted significantly more visitors and there is another event in March, aimed at year 10s and 11s. Rebecca Conroy noted that this a long game and it will take time to change perception about the College. The plan is to get into that cycle far earlier for students, parents and teachers and shaking up the reputation. • Dan Shelley reported that there was a duplication of applications of 160 between Lewes and Eastbourne, progression rates are very low historically and vocational learners tend to apply later which all contribute to low numbers • The College is focusing on a generation Z approach and personalising the approach to year 10 and 11s. The method is moving significantly away from print because young people read almost exclusively on screens. The College will change the prospectus from next year based on career families and links to the website. The printed prospectus is still in place for careers guidance staff in schools and parents • The College Group employed Net Natives to carry out an audit of ESCG social media usage to increase student applications and interest 	

	<ul style="list-style-type: none"> • There has been a change in the interview process. Last year interviews took place in the school day, this year whole college interview sessions were organised with 89% attendance for the first session, which is a positive start. Rebecca Conroy noted that it is all about the conversion and narrowing the gap on progression and she agreed to keep the Board updated on progression and impact • There was disappointment in the A level intake. Results in A levels improved but young people make decisions before Christmas prior to this knowledge. It was agreed that the tail of reputation is very long and it will take time to turn around the reputation for A Levels. The aim is to focus on quality and delivering fewer subjects better which are linked to specific careers and pathways • The College Group has to focus on 16-18 numbers as it is a big part of income. However, it also want to grow and refine its adult offer. Workshops are being run with ideas gathered into a sensible plan and structure. There is a focus on growth areas such as retraining, management and leadership. The Committee asked that more details be brought back to the next meeting. The Chair noted that given the government focus on older workers and the Eastbourne demographics there are likely to be commercial opportunities for community retraining initiatives. <p>Rebecca Conroy noted that a range of events and workshops are taking place to build trust and confidence with the community and to demonstrate to young people, schools and parents that there are great pathways for young people at the College.</p>	RC
13)	<p>AOB No items were raised.</p>	

Meeting closed at 16:58