

Eastbourne College Board MINUTES

Date	6 November 2018	Time	15.00
Venue	Corporation Room, Tyler House, Eastbourne		
Chair	Peggy Hall		

Membership: Peggy Hall (Chair), Henry Ball, Huxley Knox Macaulay, Joanne Rogers, Keith Ridley
In attendance: Principal Eastbourne College (Rebecca Conroy), Executive Director Strategic Partnerships and Engagement (Dan Shelley); Ra Hamilton-Burns

	Item	Action
1)	Apologies There were no apologies.	
2)	Declarations of Interest There were none.	
3)	Chair's introduction and welcomes Peggy Hall welcomed Huxley Knox-Macaulay, headteacher of Ratton School, as a new member and invited his feedback and contributions on all matters. The Eastbourne Local College Board (ELCB) will particularly seek his insight into improvements the College can make to encourage students to enrol and how to serve them better.	
4)	Minutes from the meeting on the 13 June 2018 and matters arising AGREED: THE MINUTES FROM THE MEETING OF 13 JUNE 2018 WERE AGREED AS A TRUE AND ACCURATE RECORD. Confirmation of the Chair and Vice Chair Peggy Hall explained that the Board had received advice that there should not be duplication of key roles between the main board and its subsidiary committees. This meant that Henry Ball would step down to take the Vice Chair role and she has agreed to serve as Chair for the transition year. Henry Ball will make the committee's reports to the quality and standards committee as he is a member of both committees. AGREED: PEGGY HALL WAS APPOINTED AS CHAIR AGREED: HENRY BALL WAS APPOINTED AS VICE CHAIR	
5)	Eastbourne College Board Terms of Reference The ELCB noted the following:	

	<ul style="list-style-type: none"> • The terms of reference (ToRs) had been prepared by the senior team • The ToRS are largely transitional in terms of membership and this will be further developed in the Spring Term • The five KPIs are to be proposed by the Executive Team and will come to the next meeting. <p>The ELCB suggested that recruitment should be considered as one of these KPIs. Dan Shelley confirmed that the KPIs will be aligned to the strategic plan which is currently being finalised. Henry Ball explained that each of the Local Boards will have ownership and accountability for a subset of the KPIs and the Quality and Standards Committee will report an aggregate of these to the Board.</p> <p>Lewes LCB is responsible for international students and Hastings LCB is responsible for HE. Dan Shelley explained that at this meeting the apprenticeship outcomes for 17-18 will be reported and at the next meeting there will be an update on starts, income and in-year progress.</p> <p>The item on the contribution to the East Sussex Group Policies will be finalised and detail will be sent by the Executive Team to the LCBs' Spring meetings.</p> <p>There was a proposal that the terms of reference be amended to allow for 10 members to be amended to 10- 12 members. The ELCB agreed that this was a prudent amendment.</p> <p>Peggy Hall reminded members that she would leave the Board in 2019 and asked them to discuss a succession plan for the next Chair of the ELCB.</p> <p>It was decided that approval of the ToRs be deferred until the KPIs can be circulated to the Local College Boards. At this time the process for approval will be agreed.</p>	<p>ELCB Exec Team</p> <p>Dan Shelley</p> <p>Dan Shelley</p> <p>Executive Team</p> <p>ELCB</p>
6)	<p>Eastbourne College Board membership – stakeholders, students, staff members</p> <p>The ELCB was delighted that Huxley Knox-Macaulay had agreed to join and had been welcomed at the beginning of the meeting.</p> <p>The elections of students has now concluded. The ELCB will be joined by one student in the first instance - Aiden O'Dwyer, an arts student on the foundation diploma Level 3 art and design, who has been elected by his peers. The terms of reference identify two student members and it was agreed that another round of elections should be run in a couple of months to seek an additional student for the ELCB. It was agreed that it is extremely important that staff and students are represented as fully as possible.</p> <p>The staff elections for the main board and local college boards are underway and close at the end of the month. Inductions will be run in order to prepare these, and other new members, in time for the March 2019 meeting.</p>	<p>Dir Gov</p> <p>Dir Gov</p>

	<p>External stakeholders Dan Shelley presented a list of people who will be approached.</p> <p>Members agreed that hospitality and tourism should be represented and elderly care would be desirable. A parent perspective might also be sought. Huxley Knox Macaulay- said that he has parents at all levels and they are able to offer valuable support and challenge. Tim Cobb will also be asked for any suggestions. There was also discussion about the possibility of a primary head as a member. Huxley Knox-Macaulay will try and identify a suitable candidate and is able to offer some perspective in the interim due to his role at Oklynge school. Rebecca Conroy said that the College would like to forge relationships with younger students and support the improvement in maths in primary schools. It was agreed that it is critical to get the foundations for maths in key stages 1 and 2 in order to underpin later success.</p> <p>Dan Shelley and Rebecca Conroy will approach those listed and invite new members to the March 2019 meeting. If possible the list of candidates for the ELCB will be reported to the December 2019 Board meeting for approval. The members of the Board offered support in recruiting if it would be valuable. The directors of governance will offer inductions to new members once the Board has approved their appointments.</p>	<p>Dan Shelley/Rebecca Conroy</p> <p>Dir Gov</p>
7)	<p>Self-Assessment Report including outcomes for learners update (17/18)</p> <p>Rebecca Conroy explained that the SAR was a combined report for Eastbourne and Lewes. The Executive Team has focused on a writing a sharp and functional SAR using outcomes data, learner survey feedback, the Ofsted report and monitoring visit to inform the judgements.</p> <p>The data makes it clear that the most significant issues are based in Eastbourne which poses a challenge for Rebecca Conroy. The risk areas are widespread with the majority of the provision requiring improvement. However, there are some areas that are the priority for improvement such as English and Maths, ESOL, Access, Hairdressing and Beauty, Sport and AAT. The risk areas will remain a significant area of focus such as English and Maths.</p> <p>The volume of English and maths enrolments means that it will have a significant impact on overall outcomes and so remains a high risk area. However, She recognised that there has been significant progress +10% in English and +5% in high grades Maths GCSE which is a cause for optimism. Adult programmes are also an area for concern with AAT, ESOL and Access underperforming. In trade areas there were some improvements at level 2 and level 3. However, there is still a significant opportunity for improvement.</p> <p>Seb Januszewski, director of A Levels, joined the meeting at 15.50. He presented his paper which is Item 7.2 on these papers.</p> <p>Members thanked him for his report and asked for more information on advice and guidance which is being offered for UCAS applications to second year students.</p>	

He explained that the UCAS support and monitoring falls within the role of the tutor and that it is monitored via a reporting process. Members asked how students who did not feel supported might make their concerns known. Seb Januszewski explained that learners are able to contact the Heads of Curriculum and Curriculum Quality Leads for more support. Huxley Knox-Macaulay said that it is key that learners have a voice and that it is encouraging to hear that there are regular monitoring and mentoring processes to enable intervention to be offered as early as possible. Seb Januszewski said that the 'meet the tutor' events enabled learners and their parents to get to know the tutors. Rebecca Conroy said that a new part of the quality framework includes 'corridor walks' where the Executive Team, Directors and Heads of Curriculum speak to students individually and informally about their views on inductions and other themes during the year. This is an anonymous 'temperature check' which offers feedback and enables early intervention. Seb Januszewski gave the example of response to a request for students in Hastings for a ping pong table which had been easy to address and demonstrated that the management was responding to learners.

There was a discussion about work experience. Rebecca Conroy explained that there is now a two-week block at the end of the academic year for first year A Level students. In the first week, students will engage in 'work and university readiness' activities. In the second week – students will take part in work placements. The initiative is run by the students but the College will review work experience plans to evaluate how much support is required. Rebecca Conroy said the students will identify their own work placements in some cases but that the College is developing opportunities as well.

Members asked if there was much turnover of staff. Seb Januszewski explained that new maths have been recruited and that there is a solid set of teachers. The issues are more around focus and sharing understanding of some critical measurements such as the funding mechanism.

Members complimented the mixed formal and informal feedback – local head teachers are a rich source of feedback. Rebecca Conroy attends EASH and received clear messages from local Headteachers which have been around cancellation of classes and high-turnover of staff which has led to instability. She had been pleased to report to the EASH that not a single lesson has been cancelled up until the end of October 2018. The members of the Eastbourne Local College Board will seek and welcome the feedback from local Headteachers. It was suggested that the feedback from EASH meetings should be added as a standing item to the agenda.

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Members asked if the contact with parents has been increased and strengthened over previous years. Seb Januszewski said that the regular events and focus on making time for parents are a priority.

Huxley Knox-Macaulay commented that the improvements in TLA, student engagement and quality improvement are encouraging. He asked if the plan factors in incremental improvements in the skill set with pace. Seb Januszewski said that the improvements in achievement at teacher level will drive this forward. The Group has several teachers who are being supported who will improve or will

Rebecca
Conroy

have difficult conversations. It was suggested that this paper might be presented to EASH at its next meeting to communicate the improvements and share actions for addressing the issues.

Governors commented that those areas identified as being weak are often critical learning areas. Seb Januszewski responded that the Group is focussing on these curriculum area reviews as a priority.

The members thanked Seb Januszewski for his report and looked forward to welcoming him at future meetings to receive updates.

Seb Januszewski left the meeting.

General SAR discussions

Members asked Rebecca Conroy how confident she felt that the 'requires improvement' might be moved to a higher inspection grade. She responded that improvements will be iterative but there are already actions in place to effect such change. In the first three weeks of the Autumn term every substantive member of staff had been observed. A rigorous quality framework has been put in place and has been communicated clearly. It is simple but non-negotiable. The process for predictions has been overhauled as the monitoring and intervention last year was not effective. Rebecca Conroy is clear on the areas which require management focus. She is confident that this will have a significant impact on the outcomes. The monitoring visit in a few weeks will be a good test of the early implementation of this system. In the main, the majority of Directors and heads of curriculum are new in post. In Eastbourne many new Heads of Curriculum we previously Teaching and Learning Coaches and so are experienced and respected practitioners.

Members asked which other areas in addition to Maths and English are of concern. Rebecca Conroy listed the following areas:

- Hair and Beauty
- Sport and public services
- Adult, ESOL, ACCESS

Dan Shelley is disappointed in the 'requires improvement' for apprenticeships, Sub-contracting is largely responsible for the slip in performance as SDC did not have sufficient expertise in this area. SDC 'chased the money' and conflated the time of a study programme for students in order to recognise revenue as soon as possible. It also had no centralised ownership and contact for partners. This is now run by Sussex Skills Solutions. Partnerships are now being managed by Hayley Robertson who is considered to be one of the best practitioners nationwide. The team monitors completion target dates and contacts the partners on a regular basis. The team is working hard to rebuild relationships with employers in Eastbourne and this will take time. Employers want the College Group to succeed but will want to see evidence of improvement.

Members thanked Dan Shelley and Rebecca Conroy for their candour and for putting in place remedial actions. They also welcome employer feedback.

8)	<p>Quality Improvement Plan including risk update/emerging quality improvement issues</p> <p>This had been discussed during item 7. Rebecca Conroy explained that the Group is putting significant focus and energy into the Quality Improvement Plan and proposes that regular reports be presented to the ELCB.</p> <p>The Group is utilising a ‘what if’ methodology which is a way of looking at data to look at the impact of different models to enable teams to understand the effect of individual students on their outcomes.</p> <p>Rebecca Conroy reported that the Group is placing particular emphasis on providing Mental Health First Aid training for staff to enable them identify mental health issues.</p>	Rebecca Conroy
9)	<p>Employer Engagement</p> <p>The Group is working hard to ensure ‘in situ’ work experience and training wherever possible. This is critical for the learner experience and for their future employment.</p> <p>Dan Shelley added:</p> <p>Many employers do want to work with the Group, which is currently developing three areas:</p> <ul style="list-style-type: none"> • The Sports Park is being transferred to WAVE leisure from 1 April 2019. The manager has agreed that the Group can co-run it with the sports students which offers mutual benefit. This reflects the Group’s strategy to ensure that learning is related directly to the world of work • Devonshire Park – is redeveloping the Welcome Building and the Congress. The Winter Gardens are also being developed and the Group is discussing moving the catering and hospitality training department to the Winter Gardens to offer the students relevant work experience and placements. This will hopefully invigorate recruitment to this faculty. • The Group has successfully won one of 25 modular, portable site offices which will be placed in Bedfordwell Road Eastbourne in the first instance. <p>Rebecca Conroy and Dan Shelley had recently met with Stephen Lloyd to discuss a taskforce for jobs for the Beacon Centre. He is keen to make sure the Group is working with Legal and General and other employers. Members were very encouraged as the articulated ambitions are coming to fruition.</p>	
10)	<p>Recruitment update</p> <p>Rebecca Conroy reported that Eastbourne has achieved 94% of planned numbers for recruitment. Further, in terms of early retention at Eastbourne 97.7% students have been retained thus far at a time when the FE sector is generally losing 10%. Students have moved courses but stayed at the College. Study programme tutors have owned the transfer process from start to finish. Every withdrawal has been signed by Rebecca Conroy personally.</p>	

	<p>The Group is working hard to increase applications for next year. Eastbourne Live will happen on 20 November. The event will be focussed in the Quad pulling all areas of the College together and offering– food, special lighting and vibrant energy to attract students.</p> <p>Tracking progression of last year’s students has begun and an update will come to the meeting in March 2019.</p>	Rebecca Conroy
11)	<p>Applications and progression update for 18/19 This was dealt with in item 10.</p>	
12)	<p>Financial Update This was for information and was taken as a confidential verbal update.</p> <p>The meeting closed at 17.15</p>	
13)	<p>Any other business notified to the director of governance before the meeting.</p> <p>The date of the next meeting is Wednesday 6 March 2019</p>	