

**Hastings College Board
Minutes**
ITEM 3

Date	8 May 2019	Time	13.00
Venue	Boardroom, Floor 5, Station Plaza, Hastings		
Chair	Tony Campbell		

Membership: Tony Campbell (Chair), Steve Baldry, Pat Farmer, Eddie Flyte, Tracey Griffin, Simon Hubbard, Marie Sangster, Sue Walton, Kye Wilson
In attendance: Principal Sussex Coast College and University Centre (Jim Sharpe), Executive Director Strategic Partnerships and Engagement (Dan Shelley)

	Item	Action
1)	Apologies Apologies were received from Tracey Griffin and Dan Shelley.	
2)	Declarations of Interest Pat Farmer declared he is a member of the Hastings and Rother Task Force. Simon Hubbard declared he is an employee of Hastings Borough Council.	
3)	Chair's introduction and welcomes Tony Campbell welcomed the members of the Board to the last Hastings College Local Board of the academic year.	
4)	Principal's update which also included Items 11 and 12 Jim Sharpe presented his paper and gave an update of key items: <ul style="list-style-type: none"> • The College has just completed consultation for the restructure of academic year 2019/20. • There will now be two directors of curriculum instead of three. • English and Maths. is split between these posts. • Heads of Curriculum have an increased teaching load • ALS has been more localised. The wellbeing team leader has been elevated to Safeguarding manager with Jim Sharpe becoming Safeguarding Lead for the Campus. • Curriculum plan matches up with the establishment • The reductions in post have equated to four FTE in teaching – mainly in health and social care due to streamlining provision • There is a reduction in work experience placements • Interviews are scheduled for teaching vacancies in June – A level chemistry, business and economics, maths. and english teachers. Governors asked how many of the changes made in restructuring were driven by	

curriculum changes as opposed to financial restrictions. Jim Sharpe responded that curriculum had to be designed within a pay envelope structured by the Group. With the ALS and student support – the changes reflect the need to make the provision more effective. Governors asked if all the colleges in the Group are being treated in the same way in terms of the pay envelope. Jim Sharpe explained that the budget is calculated on the predicted enrolments of each College for the academic year. The Hastings College faces the most challenge for English and Maths and the Lewes Campus has the most issues for A Level teaching. Tony Campbell reiterated that it is crucial that this Hastings Board is able to support the Hastings College in reverting to the Group Board for more funding wherever necessary and asked Jim Sharpe if there are any instances where this might be the case. Jim Sharpe explained that Hastings College would benefit from increased recruitment funds to attract the required teaching rather than end up with substandard agency staff. The Board agreed that it is important that the College can offer attractive salaries to ensure high quality applicants and the retention of staff. Jim Sharpe elucidated that the situation is more complex than just one of pay and is more nuanced. He suggested that the College should be targeting graduates or NQTs who would benefit from management experience in addition to teaching salary.

Governors recognised that this conversation repeated one from last year and asked what more might be done. Jim Sharpe said that he is using social media to highlight the benefits that working at the Hastings campus might offer to differentiate them from local schools. Governors asked if there is sufficient time to achieve this or if anything might be expedited to support recruitment. Jim Sharpe responded that this must be a priority for the Group and it is a standing item for SLT. Teachers have to hand in their notice by half-term to begin in September 2019. The College is dependent on the HR team to fulfil the vacancies for the College. The Hastings College Local Board would need to ask for updates from HR to offer the assurance that everything is being done.

- The College is offering a Cert Ed or PGCE to graduates.
- Curriculum management is focussing on securing outcomes for the current academic year
- The HR Team need to see this recruitment as mission critical
- Sue Walton suggested that HR being based in Eastbourne is an issue as they may not see the problem and that Hastings College needs to ensure that it is not regarded as an outpost
- Pat Farmer said that Tim Hulme is on the SLT for which this matter is a priority
- Jim Sharpe said that the most significant issue for the College is one of timely recruitment and if there is one item that the Hastings College Board might request of the Group Board it would be full and appropriate focus on this
- Governors suggested that there should be a Group Board decision that this should be a Group priority
- Simon Hubbard commented that there are important priorities to consider to ensure that the Group and College can survive. The need of Group wide recruitment should be emphasised but that the better performance of

	<p>Hastings College in Group terms, and therefore the need to give its recruitment extra emphasis to conserve this, should also be made clear.</p> <ul style="list-style-type: none"> • Tony Campbell asked if technology might be used to share the best practice of high-performing teachers. • Jim Sharpe recognised that the concept is excellent but nobody is leading on this. The Group faces challenges making Skype calls working between sites so the infrastructure does not support virtual teaching. • Pat Farmer said that there had been funding for this in the TU bid but this has been subsumed by other financial demands. • Steve Baldry said that Plumpton is already using technology for teaching and suggested that the Group looks to other institutions for examples. • The College has agreed to share a teacher with the St Leonards Academy. <p>Pat Farmer reminded the Committee that there is a Finance Committee meeting next week at which he will challenge agency pay and will link this item to recruitment. He does not think that the separation of the HR and Finance Committee has worked well and believes that a joint committee would have supported progress on this. Sue Walton asked who is measuring the performance of the HR team and who is ensuring that recruitment is one of the KPIs.</p> <p>Jim Sharpe will issue a copy of the new Hastings College structure to the Local Board members</p> <p>An FE Commissioner Diagnostic visit for the whole Group will take place on 15 and 16 May 2019. Jim Sharpe will be leading on curriculum items for this meeting and this will subsume his time. He has asked the CEO for some backfilling for the preparation for the Ofsted monitoring visit. Tony Campbell said that he and Pat Farmer are both involved with the meetings with the Commissioner.</p>	
5)	<p>Minutes of the meeting held on the 12 March 2019 and matters arising</p> <p>Page 4 – there should be a correction to: Pat Farmer agreed to be the <i>Vice Chair</i> for academic 2018/19.</p> <p>AGREED: THE COMMITTEE AGREED THAT THE MINUTES OF THE MEETING HELD ON THE 12 MARCH 2019 WERE A TRUE AND ACCURATE RECORD.</p> <p>Proposed Pat Farmer Seconded Tony Campbell</p> <p>Matters arising Terms of reference Jim Sharpe had forwarded a copy of the terms of reference for the Aquinas Trust Local School Boards to the Hastings College Board to the Director of Governance. Ra Hamilton-Burns will check the situation and ensure that the document is forwarded.</p>	

	<p>It was noted that there will be a meeting of the College Principals, Chairs and Vice Chairs on the 1 July 2019 to review the first year of the Local College Boards, their terms of reference and any comments and suggestions made for their future development. Ra Hamilton-Burns had met with the SLT in March to discuss this and several suggestions had been received. Tim Hulme is drafting a 'heads of terms' to propose to the meeting on 1 July 2019.</p> <p>Item 3 – Simon Hubbard had agreed to draft a document on the potential development and supporting needs analysis for the Hastings College for the main Board. He has done early work and it is with Jim Sharpe, who will feed into the meeting on 1 July 2019.</p>	
6)	<p>Update on Hastings College Board membership</p> <ul style="list-style-type: none"> • Tony Campbell has met with the Principal of St Leonards Academy, Neil Moir¹, and he has agreed to become a member of the Hastings College Local Board in academic year 2019/20. • Hilary Morawska, Principal of Hastings Academy has expressed an interest in joining the Hastings College Local Board. • Simon Hubbard said that he fully supported the membership of the commercial members. He considered that for the Hastings College Board a broad connectivity and network into the Community with members who can show how the College can contribute to the local economy. • Steve Baldry said that he agreed that having a balance of academic members and business members is important. • Jim Sharpe said that the College had invested a great deal of time in building relationships with local schools and he would like to involve local heads where possible and appropriate. • It was agreed that quoracy should be kept in mind when appointing members to the Board. <p>There was a discussion about potential members and it was agreed that it was most appropriate that Tony Campbell would propose members to the Hastings College Board by electronic resolution once he had met with all interested parties. This would then be recommended to the full Board for approval.</p> <p>AGREED: THE HASTINGS COLLEGE LOCAL BOARD AGREED TO REVIEW THE RECOMMENDATIONS FROM TONY CAMPBELL BY ELECTRONIC RESOLUTION AND MAKE A RECOMMENDATION TO THE GROUP BOARD.</p>	<p>Tony Campbell/ HCLB members</p>
7)	<p>Revised Local College Board KPIs</p> <ul style="list-style-type: none"> • Jim Sharpe circulated updated KPIs to reflect feedback from the previous 	

¹ <http://www.thestleonardsacademy.org.uk/about/governors>

	<p>HCLB and include more stretch and challenge.</p> <ul style="list-style-type: none"> All targets are not set to be at, or above, previous outcomes with the exception of functional skills. <p>He is mindful that the College has been returning strong outcomes over the last two years. Vocational and applied general is becoming more challenging. There are new functional skills qualifications from September 2019. The only achievement set lower is functional skills as the change in funding has meant that students who progress with the College can stop at Level 2. The national level outcome is around 45%.</p> <p>Three crucial points:</p> <ul style="list-style-type: none"> Progression – to be reported under applications as it fits well here and it is not known how it will be measured. WEX – proposals will go to the Quality and Standards Committee and measurement is still to be agreed. High-grades – proposing that the College reports in terms of ALPS value-added which is more relevant to FE Colleges. Pat Farmer asked why adult retention is a risk, Jim Sharpe explained that it is just an unknown. Sue Walton asked if the revised KPIs are realistic with the issues of recruitment and class sizes discussed. <p>AGREED: THE HASTINGS LOCAL COLLEGE BOARD APPROVED THE REVISED KPIS</p>	
8)	<p>HE report Dan Shelley had sent apologies. The HCLB noted the report and members were asked to send queries on the report to Tony Campbell.</p>	HCLB members
9)	<p>Update on Quality Improvement Plan including risks update and predicted achievement Jim Sharpe outlined the highest risks under mitigation:</p> <ul style="list-style-type: none"> Quality of the LAT, particularly in A level teaching and GCSE mathematics Outcomes for learners in A Levels, GCSE mathematics and English and Functional Skills mathematics and English teaching Unfilled teaching posts within curriculum Poor-quality agency teaching staff Levels of staff sickness <p>Jim Sharpe explained that he meets to discuss interventions in high-risk areas on a one-to-one basis. The QIP outlined these.</p> <ul style="list-style-type: none"> Year one A Level retention is currently 99.3% which is a credit to the team GCSE remains a challenge – 423 students have been targeted as ‘ambers’ and focus is given to supporting them. Two more maths teachers have been lost in the last week at short notice. Functional skills – the challenges remain the same. There are 600 students. Predicted outcomes remain at 87% 	

	<p>Chair.</p> <ol style="list-style-type: none"> 2. Review of terms of reference 3. Cycle of Business for 2019-20 4. Review of effectiveness <p>As discussed under Item 3, 'Matters arising', items 2-4 will be discussed at a meeting of College Board Chairs and Principals at a meeting on 1 July 2019</p>	
14)	<p>Estates Strategy – confidential item</p> <p>This paper had been submitted after the papers were issued but had been posted on Board Packs and was circulated to the members at the meeting.</p> <p>Pat Farmer reminded the Board members that this is a confidential item and invited questions. Sue Walton agreed that the content of the document is highly sensitive particularly with the mention of the professional fees. Pat Farmer said that the Group would have to see LEP or TU funding. Simon Hubbard said that it would be helpful if the fees might be presented in terms of value of the work and development costs not just in terms of fees.</p> <p>Simon Hubbard commented that it would be interesting to understand how the relationship between Ore Valley, motor vehicle and Station Plaza will work. Jim Sharpe is meeting with Tim Hulme to discuss this and will bring an update to the next meeting.</p>	Jim Sharpe
15)	<p>AOB</p> <p>There was none – the meeting closed at 14.35.</p>	