

## Hastings College Board AGENDA

Date	12 March 2019	Time	15.00
Venue	Boardroom, 5 floor, Station Plaza, Hastings		
Chair	Tony Campbell		
<b>Membership:</b> Tony Campbell (Chair), Steve Baldry, Pat Farmer, Eddie Flyte, Tracey Griffin, Simon Hubbard, Marie Sangster, Sue Walton, Kye Wilson <b>In attendance:</b> Principal Sussex Coast College and University Centre (Jim Sharpe), Executive Director Strategic Partnerships and Engagement (Dan Shelley)			
<b>Apologies:</b> Sue Walton, Dan Shelley, Kye Wilson			

	Item	Action
1)	<b>Apologies</b> Apologies were received from Sue Walton, Kye Wilson and Dan Shelley. Eddie Flyte did not attend the meeting.	
2)	<b>Declarations of Interest</b> Simon Hubbard declared an interest as an employee of Hastings Borough Council. Pat Farmer declared an interest as a member of the Hastings and Rother Task Force. Tracey Griffin declared an interest as a staff teaching member.	
3)	<b>Chair's introduction and welcomes</b> The Chair welcomed the two staff members Tracey Griffin, staff teaching member from Hair and Beauty and Marie Sangster, staff business support member who have been elected as staff members of the Hastings Local College Board (HLCB). Members introduced themselves.  The Chair noted that the merger had taken place in the best interests of the College for its financial security. He noted that it has put at risk the wellbeing and the jobs of staff within the Hastings campus.	
4)	<b>The minutes of the meeting held on the 12.11.18 were agreed as a true and accurate record subject to Steve Baldry's apologies being included.</b>	Dir Gov
5)	<b>Hastings College Board terms of reference</b> The Chair noted that Sue Walton had sent through some amendments to the terms of reference which relate mainly to its presentation. Comments for members included: <ul style="list-style-type: none"> <li>Pat Farmer reported that the final terms of reference powers need to be delegated from the main Board. Currently the local boards have no legal standing. The main Board will have to take responsibility for any decisions made by the LCBs</li> <li>The ToRs are very wide ranging and Pat Farmer reported that there are</li> </ul>	

<p>a few areas that the Board may not be able to exercise, for example around finance, health and safety and work with the LEPs. He suggested the ToRs should be thinned out considerably to address this and demonstrate that the main purpose of the LCB is around curriculum and standards</p> <ul style="list-style-type: none"> <li>• Pat Farmer reported that it was very clear that the HLCB was unhappy that there would be only Board member serving on the LCBs going forward and that this should be addressed</li> <li>• The Dir Gov noted that the Quality and Standards Committee had agreed to keep the current ToRs for LCBs in place for this academic year as a pilot and they would be reviewed in June</li> <li>• Marie Sangster noted that it is important to keep in mind that the College is serving the community</li> <li>• Simon Hubbard noted that the ToRs are falling between two areas; it is neither a delegated Board nor a consultative wider body. He noted that there is an argument for both types of board but presently neither role is being fulfilled. He suggested that if a wider membership is recruited this will address the consultative side of the LCBs</li> <li>• The Chair noted that he saw a model akin to academisation with regard to independence in the financial aspect</li> <li>• The Chair noted that the other responsibilities such as safeguarding, student services, health and safety need oversight and need to be locally managed and a reporting system needs to be in place</li> <li>• The Chair noted that the identity of Hastings and Rother has to be put into concrete wording and the Principal of Hastings is responsible to ensure this is done</li> <li>• Jim Sharpe reported that it is important that to recognise that the HLCB would like to flex and modify the ToRs and the CEO and Henry Ball are fully on Board with this taking place. They need to move to a place which is more acceptable. The Principals want that level of autonomy and the advisory role. Jim Sharpe noted that he had sent the ToRs of the Aquinas Trust which he sits on to the CEO and Henry Ball as an example of how this could be done. He agreed to send out to the HLCB. Jim Sharpe read from the Rye Trust ToRs</li> <li>• The Dir Gov noted that the Eastbourne and Lewes LCB's had approved the ToRs</li> <li>• Marie Sangster reported that these terms of reference look like they have teeth</li> <li>• Jim Sharpe reported that there has to be an understanding of the challenges to inform education</li> <li>• Steve Baldry noted that locality and community is important and if that is lost something will be lost locally</li> <li>• The Dir Gov reported that the Eastbourne and Lewes LCBs were recruiting a number of local stakeholders and employers. Pat Farmer reported that the consultative part is important but it is not the same as the monitoring and challenge and this needs to be done at a local level</li> <li>• It was agreed that delivery needs to be effective for the local community</li> <li>• Pat Farmer noted that the LCBs needs clearly defined responsibilities</li> <li>• Tracey Griffin noted that many people in the community do not feel they</li> </ul>	<p>JS</p>
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are part of the College and there are ways to push this forward to embed community groups. Communication could be improved to work towards getting more employers into the College to work with students. The Chair noted that there has always been a drive to support the community and the community is proud of the College, the relationship with schools are strong and the community is at the forefront of the minds of the main Board. He added that there are still ways to improve on this and the staff view is important. The Chair noted that it takes a Board that is committed and willing to put in the challenge to move that forward

- Simon Hubbard noted that there were different views in the community about the merger. There are exciting things happening with the UTC in Newhaven and the Newhaven regeneration plans and the development of the site with Eastbourne Borough Council. These all form a common shared agenda that drives things forward. There is a huge agenda at Hastings, the employment opportunities with the College and Hastings Borough Council and there is a need to create an agenda about what Hastings College is about and what the big challenges are. Where might the councils and health service cooperate to generate a programme that is exciting and attracts attention and funding? Hastings has got used to being the centre of regeneration but now it is happening somewhere else and it needs to drive its own agenda
- Marie Sangster noted that everyone is short of money and sharing of people, places and resources has got to be a good thing for the community
- Simon Hubbard noted that the government has announced the Stronger Towns Fund and in the SE there are not that many poor towns so there will be opportunities to address the local agenda with other parties. He noted that time needs to be spent building interest and an agenda. There is also substantial money from the Opportunity Area funding and the College is at the heart of it
- Steve Baldry noted that the outcome of the College is wanting to improve lives and this comes through the employers. He added that there are frustrations from employers with the College in terms of its interface with employers. The College's purpose is to deliver individuals the lifestyle they want and qualifications are second place to this
- The Chair noted that a conference is coming up in June with representatives from Hastings Borough Council attending with the view to strengthening partnerships
- Jim Sharpe noted that there is a big challenge with schools in the area and the quality of provision
- The Chair noted that the Group should be celebrating the University Centre which provides a positive image for employers in Hastings
- Marie Sangster reported that the new Ofsted framework focuses on raising standards and the holistic point of education
- Jim Sharpe reported that the College want to spend more of their Adult Education Budget (AEB) in house and to have more effective engagement with employers, delivering training and helping local businesses to upskill their employees. He suggested that this Board should be challenging the Principal on achieving this outcome

	<ul style="list-style-type: none"> <li>• Steve Baldry noted there are challenges as there are not huge employers in the town. Jim Sharpe reported that the College is widening employer participation and offering courses for all GP secretaries and all teaching assistants to address this</li> <li>• Simon Hubbard noted that there is a need to look at what is important for Hastings College. There is a capacity issue for development and thinking as the majority of resource goes to the centre at Eastbourne with local managers being responsible at the different sites. The aim is to develop the function of this Board, to write down the needs and discuss them at the HLCB and with other local partners to see how keen they would be to work with and support the College in developing ideas. He added that the College can only do realistic development with the resources available. Simon Hubbard noted that he is happy to write a side of A4 to circulate to the HLCB for them to add to, to take to the main Board with ideas about what this Board wants to do</li> <li>• The Chair assured the HLCB that all comments would be brought to the final set of ToRs in place for the next academic year.</li> </ul>	<p>SH</p> <p>TC</p>
6)	<p><b>Election of Vice Chair</b> Pat Farmer was agreed as Chair of the HLCB.</p>	
7)	<p><b>Update on Hastings College Board membership – stakeholders, students, staff members</b> Jim Sharpe updated as follows:</p> <ul style="list-style-type: none"> <li>• The College has been building up relationships with the local schools and Hilary Morawska, Head of Hastings Academy and Neil Moir, Head of St Leonards Academy are keen to be involved and join the HLCB and are meeting with Jim Sharpe and Tony Campbell</li> <li>• Expressions of interest have come from the other schools but are not been taken up at this stage</li> <li>• There are two large employers locally who are keen to be involved and JS noted that he hoped to meet up with them soon.</li> </ul>	
8)	<p><b>Local College Board KPIs</b> Jim Sharpe reported:</p> <ul style="list-style-type: none"> <li>• The metrics are quality and standards based</li> <li>• Jim Sharpe asked members whether they were appropriate KPIs, he noted that they have gone to the other two boards. Pat Farmer noted that high grades, progression and work experience are missing and Jim Sharpe agreed to revise</li> <li>• Steve Baldry asked about achievement and Jim Sharpe explained that it is retention multiplied by how many students passed, previously it was called success rates</li> <li>• The KPIs include all levels from Entry to Level 3</li> <li>• Members questioned why the Functional Skills level is lower and Jim Sharpe reported it is because students have now moved to Level 2 which has significantly lower achievement and will pull down overall FS grade</li> <li>• The Chair asked if the government had revised its position on English and maths retakes and Jim Sharpe reported that there had been a slight amendment to the condition of funding for next year but for students with</li> </ul>	<p>JS</p>

	<p>a Level 3 it has not changed. He noted that no one wants to admit it is not working. The qual is not appropriate for a lot of students</p> <ul style="list-style-type: none"> <li>• Members questioned why some targets appear lower than they were previously. Jim Sharpe reported that targets are for all three Colleges so the starting point is lower at Eastbourne. Pat Farmer asked who agreed that targets would be combined for all three Colleges. Members questioned how they could monitor performance and stretch at Hastings effectively when some targets were not stretching. Jim Sharpe noted that the KPIs would go to Q&amp;S meeting. Jim Sharpe noted that the Apprenticeship target is for the Group, Pat Farmer noted that if the HLCB is trying to monitor what this College is doing it is very hard to do with these KPIs</li> <li>• Ofsted update – Jim Sharpe noted that he is cultivating a relationship with Stewart Jackson lead for the SE for Ofsted. The monitoring visit was very positive. He explained that every merged college has no grade and it can be inspected within three years of merger. Ofsted want to give a merged college as long as possible to be Good so they should give until 2020-21 for an inspection, but it will depend on achievement for this academic year. In terms of process there is a new EIF which is currently under consultation and the Group is inspected as a group so it will get a single grade for overall effectiveness. What is still uncertain is whether each campus (currently the College Group provides data under 3 campus identifiers) will be graded separately for its provision.</li> </ul>	
9)	<p><b>HE report</b></p> <p>A report was tabled in Dan Shelley’s absence. See appended report for details. Jim Sharpe noted that there are ongoing challenges in a highly competitive environment and if you can retain HE student numbers it is going relatively well. Marie Sangster reported that reception has been receiving many enquiries about HE courses.</p> <p>Simon Hubbard asked in terms of space utilisation, how close to capacity the College is. Jim Sharpe noted there is room. The aim is to give students a HE experience in an FE College and he is trying to protect the space. Both sides of the 5<sup>th</sup> floor are being used so there is growth capacity. The College has run out of space at Ore where there are significant challenges because of growth in 16-19s. Motor Vehicle is moving back into Ore next year and Engineering continues to grow.</p>	
10)	<p><b>Update on Quality Improvement Plan including risks update/emerging quality improvement issues and predicted achievement</b></p> <p>Jim Sharpe updated as follows:</p> <ul style="list-style-type: none"> <li>• Section 1 – the biggest challenge is recruitment and filling challenging teaching posts, in particular GCSE English and maths and plumbing. The College is employing too many agency teachers at too high cost with questionable quality</li> <li>• Quality Assurance actions – first term was very focused on preparing the Group for the monitoring visit. Jim Sharpe, as the cross Group lead in quality and the Ofsted nominee for inspection was busy during this period. Post-Christmas and for the remainder of the year the focus is to drive up achievement rates. From September, it will be around helping teaching staff to be prepared for the new EIF. Keith Brister, Head of</li> </ul>	



	<p>Quality, has been seconded into A Level provision, which is the Groups second focus after English and Maths</p> <ul style="list-style-type: none"> <li>• E&amp;M, particularly GCSE mathematics is very problematic for staffing. Some students are being moved onto Functional Skills courses or alternative quals and there has been some progress over the last two weeks. Steve Baldry asked what is being done differently and Jim Sharpe reported that the College has gone out to the community and found a retired head of Maths who is working 3 days a week with high-risk students. A PGCE student has been fast tracked to teach Maths. Non preferred agencies are being used with the College's no regrets budget to supplement teaching. A skills audit through the whole college found a member of staff in Supported Ed who is teaching Maths. The Forces have been contacted by HR about retraining for Maths teacher roles and a social media campaign has been launched in East Sussex to target graduates for teacher training. The College is trying to be as innovative as possible to find Maths teachers. Jim Sharpe reported that a lot of energy has been spent on senior schools around sharing support, but has not come to fruition. There is no forum for head teachers in Hastings so the College is hosting an event in June to look at how to address the issues and look at training more teachers, retraining and improving English and Maths provision in schools.</li> <li>• Tracey Griffin asked how staff can reassure students who had unusual experiences this year in their Maths classes. Jim Sharpe reported that there will be a different delivery model and that what needs to change is the model of GSCE delivery. He said that staff need to be honest and explain that it is very hard to find good maths teachers. Steve Baldry asked if communications are good at the College and whether students are mindful of the difficulties faced. Jim Sharpe noted that the only thing that gives traction for students is having someone in front of them who they connect with. He noted that the vast majority of students are desperate to achieve</li> <li>• Pat Farmer commented that it is a very challenging QIP and one of the most challenging he has seen in a number of years. He noted that he is sure that Jim Sharpe is on the case and doing all he can to address the issues.</li> </ul>	
11)	<p><b>Employer Engagement</b> This item was deferred.</p>	
12)	<p><b>Applications update for 19/20</b> Jim Sharpe reported that it is the last year of the low demographic for 16-19s before the figures start to increase. Applications are in line with the last two years and normal events to capture enrolments will take place between now and the end of year. He reported that it is still almost impossible to access the two Ark secondary schools and the College has spoken to the Innovation fund about the challenges and these will be followed up under the Baker clause. He noted that recruitment is no more challenging than in previous years.</p>	
13)	<p><b>Curriculum Planning 2019/2020</b> Jim Sharpe noted that the following:</p> <ul style="list-style-type: none"> <li>• Curriculum planning closed on Friday</li> </ul>	

	<ul style="list-style-type: none"> <li>• It is a robust process which Hastings has had in place for the last few years. There is a minimum of 18 students per class and each area pays a 67% contribution back to the centre after the cost of the course has been paid</li> <li>• There are no significant revisions to the curriculum plan this year. The biggest areas are looking at Level 1 Foundation provision as there are areas that are too small and may not be appropriately meeting the needs of the learners. Level 3, year 2 groups are being subsidised by other levels and this needs to be looked at urgently. Progression from year 1 to 2 is a high priority</li> <li>• Steve Baldry noted that the purpose of learning is to go out and get a job. He asked if the College has careers fairs at the end of a school year as it would be a good opportunity for employers to come in and recruit apprenticeships. This would lead to progression into sustainable employment. It was agreed that the new EIF is more about progression and progress and less about high grades and there is a push factor in the sector. Jim Sharpe reported that external agencies come in but it would be a good direction for the College to take forward</li> <li>• Tracey Griffin noted that local employers come in and do talks about different tiers of the employment process for hair and beauty students and she would welcome Steve's suggestion</li> <li>• Marie Sangster noted that an employment agency would have merit for the College</li> <li>• It was agreed that the introduction of T levels will drive engagement with employers as they have a 10 week work placements as part of the qualification</li> <li>• It was agreed that it is about helping students understand the different paths available</li> </ul>	JS
14)	<p><b>AOB</b></p> <p>The Chair noted that he would like photos of Hastings Local College Board members so a poster can go up at the College. The Dir Gov noted that main Board photos were being taken on the 26 March by a student from Hastings so it may be possible to use the same student before the next meeting for any outstanding members.</p> <p>Marie Sangster noted that reception has had numerous queries about where the Princess Ann plaque from the atrium has gone. Jim Sharpe agreed to follow up.</p> <p>The Chair passed on his thanks to Jim Sharpe who is doing a great job in very difficult circumstances and dealing with a terrific challenge.</p>	JS

Meeting closed at: 16.58