

Item 19.3 - Hastings College Board Draft minutes

Date	12 November 2018	Time	15.00
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Venue	Boardroom, 5 th floor, Station Plaza, Hastings
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Chair	Tony Campbell
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Membership: Tony Campbell (Chair), Steve Baldry, Pat Farmer, Simon Hubbard, Kim Novis, Sue Walton, Kye Wilson

In attendance: Principal Sussex Coast College and University Centre (Jim Sharpe), Executive Director Strategic Partnerships and Engagement (Dan Shelley)

Apologies:

	Item	Action
1)	<p>Apologies There were no apologies received. Steve Baldry and Kim Novis were not present at the meeting.</p>	
2)	<p>Declarations of Interest Pat Farmer declared an interest as a member of the Hastings and Rother Task Force. Simon Hubbard declared an interest as an employee of Hastings Borough Council. Simon has a daughter on the Hospitality and Catering course at Hastings College. Sue Walton declared an interest as an employee of Pestalozzi.</p>	
3)	<p>Chair's introduction and welcomes The Chair welcomed everyone to the meeting and members welcomed Kye Wilson, the elected student member to his first meeting. Kye noted that he had been studying at Hastings College for 3 years. He is currently studying Creative Media, Graphic Art and Design and Games Development. His experience at the College has been very pleasant, a lot better than his school years and he is having a lot of fun and meeting many people.</p>	
4)	<p>RESOLVED: The minutes of the meeting held on the 18.06.18 were agreed as a true and accurate record.</p> <p>Matters Arising Suggestions for College Board membership – there have been no suggestions sent through to date. This action will continue. Governor Development and Involvement – the Director of Governance noted that the Search and Governance Committee had agreed a programme. Learning walk timings will be sent out when received from the Quality Department. Principal Performance Review dates have been circulated to Quality and Standards Committee members. The Quality Department will be organising training sessions for governors to allow them to accompany College staff on</p>	All

	<p>lesson observations.</p> <p>PF asked for an update on management appointments. JS reported that there is a new head of Art and Design in post so there is now a full compliment of Heads of Curriculum. At present one Director is out of College meaning the remaining two Directors are managing the full workload with support from JS.</p> <p>PF asked about the timings for the education case and DS noted that this would be ready for the start of January 2019.</p>	
5)	<p>Hastings Local College Board (HLCB) terms of reference The Chair noted that it was important not to lose sight of Hastings.</p> <p>The Chair raised concerns about reporting of Higher Education and how it is going to be managed going forward. DS noted that HE was on the agenda for the Quality and Standards Committee and perhaps the timings of the College Boards needed to be reviewed to allow the HLCB to consider HE. The Chair explained that he wanted to know how the HLCB will have strategic oversight of HE and DS agreed to bring ideas to the next meeting.</p> <p>The Chair reported that the Director of Governance had explained the Search and Governance Committee discussion about governor involvement and that PPR dates had been circulated to Quality and Standard Committee members. He noted that he had spoken with JS since this meeting and both agreed that PPRs should be extended to the HLCB members. JS added that he welcomed governors attending PPRs, monitoring visits and learning walks unless there was a legal reason why this was not possible.</p> <p>The Chair reported that he would like a commitment from all HLCB members to attend a number of PPRs, lesson observations and learning walks, for example one per term. The Director of Governance noted that governor availability varied and it would be better to extend governor involvement opportunities as voluntary. She explained that with a much larger board and co-opted governors it had been agreed at Search Committee with the CEO that the invitation to PPRs would be limited for practical purposes. HLCB members felt that this could be easily managed and the Chair requested that dates for PPRs are sent to all HLCB members. He noted that it was unlikely that other governors would want to travel to Hastings and that he would not be travelling to PPRs at Eastbourne and Lewes.</p> <p>PF noted that the Ofsted inspection had praised SCCH governors for their attendance at PPRs, lesson observations and learning walks and this should continue. The Chair added that attendance would demonstrate a commitment by governors to Hastings College. JS noted that the Group is likely to be inspected in the next 18 months.</p> <p>The Chair reported on the key aspects of safeguarding and prevent, equality and diversity, health and safety, students services and careers, information, advice and guidance. He noted that at SCCH there had been a governor leading on each of the areas and he would like to continue this at Hastings. He noted that it would be difficult for a governor to have oversight across the Group as they would have to travel to Eastbourne and Lewes and suggested that governors are</p>	<p>DS</p> <p>Dir of Gov</p>

<p>recruited from the HLCB for these roles. SH noted that a new Group structure has been created and the organisation needs to have an overview and guidance on whether the expectation is to manage these areas centrally or actively at each campus. There are some anxieties and concern about this that need to be addressed and guidance from the senior team would be helpful to take this forward. Members asked how Ofsted would view it. JS reported that currently it is seen as the Group and would be inspected accordingly but the feeling is that the new Educational Inspection Plan (EIP) will clarify the situation. His view is that there will be separate campus identifiers with grades for the type of provision and three grades for study programmes and adults.</p>	<p>Exec</p>
<p>PF asked that the S&G Committee revisit its processes for governor involvement and share this with Local College Boards.</p>	<p>S&G Committee</p>
<p>Other key concerns raised included:</p> <ul style="list-style-type: none"> • Timing of meetings • Clarity of purpose and role • The Local College Boards have the constitution of an advisory board but added to this there are additional items that don't fit neatly into an advisory role, for example the sections around finance • There are parts which read like a delegated group with oversight of the running of Hastings College rather than a consultative Board • Will the HLCB liaise with the LEPs • Levels and areas of responsibility need to be clear. The HLCB is concerned with ensuring that the right things are delivered for the students • There should be overarching board representation on the HLCB • There should be a diagram and descriptor of local board and main board responsibilities. The Director of Governance noted that the Local College Boards do not have any delegated responsibility. The aim is that the terms of reference are run as a pilot during the transition period and then reviewed. Members would be recruited, with recruitment led by the Principal and Chair. When the Local College Boards are fully established membership will be primarily stakeholders, staff and students with a Q&S board member to ensure there is a feed in to the Q&S Committee and ESCG Board. Members disagreed with this model and felt that the HLCB membership should include a majority of board members to provide it with traction and purpose • SH noted that the Group model was set up and it had been agreed that the strength would be the separate identities of the component parts. This has been weakened and priorities are now sitting with the financial pressures of the Group. The ESCG Board needs to look at what kind of organisation it wants to be and what is the thinking and strategy for Hastings. It needs to look at relationships in the community and what it wants to see happen locally and across the Group and identify what is needed for Hastings and Rother alongside the priorities of the other campuses • PF added that this doesn't stop the HLCB having a clear role and responsibility and he felt that this clarity needs to come from the ESCG Board. He noted that the terms of reference are a dogs dinner and are 	

	<p>not fit for purpose</p> <ul style="list-style-type: none"> • DS reported that the Education Case for a five year vision for all campuses will be available by the next meeting and this will help identify the direction of travel for the different campuses <p>RESOLVED: The HLCB did not recommend to approve the terms of reference. It was agreed that the Executive Team would re look at the terms of reference to simplify and clarify. Members suggested a lot of the content is removed to make a much more straightforward terms of reference.</p> <p>The Director of Governance confirmed that Eastbourne Local College Board and Lewes Local College Board had both considered the terms of reference and were happy to approve subject to the inclusion of the KPIs. Members asked when the KPIs would be available and DS noted that they were coming to the ESCG Board meeting on the 4 December.</p>	Exec/Dir of Gov
6)	<p>Financial Update A confidential verbal update was provided by DS.</p>	
7)	<p>Election of Vice Chair The Director of Governance asked for expressions of interest for the role to be sent via email.</p>	
8)	<p>Hastings College Board membership – stakeholders, students, staff members</p> <p>JS reported that he has several expressions who would add value to the board and he would be asking them to come onto the HLCB for the next meeting. He noted that he would not disclose names at this point but one is the leader of a local academy trust. He welcomed any further membership suggestions from members.</p> <p>Members asked that the position of only having one governor on the Local College Boards for 2019-20 be revisited. They did not feel the HLCB would have any traction if this were the case.</p> <p>Members asked about a potential to have parent representatives on the HLCB. JS noted that this could be very helpful. It was agreed that there should not be a membership category or requirement for a parent member.</p>	All Dir of Gov Exec
9)	<p>Self-Assessment Report 2017-18 including Outcomes for Learners</p> <p>The Chair reported that the SAR validation takes place on Wednesday. The validations are on the legacy colleges and they are feeding three separate Quality Improvement Plans for Eastbourne, Hastings and Lewes. Headlines were as follows: Overall strengths</p> <ul style="list-style-type: none"> • Maintaining quality of outcomes for the students has increased slightly • Student attitude and behaviour was positive • Responsibility of accountability in curriculum management and outcomes for learners is positive 	

- There has been a lot of investment in staff development
- There is effective working with partners and subcontractors
- The curriculum meets local needs
- There is strong governance, strong challenge and aspirations

Outcomes for learners

Key areas for improvement

- Sixth Form provision
- Struggling to maintain recruitment for high quality teaching
- It is difficult to benchmark Sixth Form achievement as there is not yet any national data for the two year provision
- Maths and English have shown good improvements to a low national rate. The inspectorate was positive about this
- FS remains strong but there is too much variability; depends on which class you find yourself in

Other areas for improvement

- A level work experience; this is a common trend in the sector
- Emerging achievement gaps in adults and 16-18s and a slight gap of males outperforming females by 2%

Benchmarking against CIF

The College has self-assessed as Good across all areas. The only area for concern is the 16-18 study programme where the running of the two-year A Level provision is not good enough. This will be a big area to defend in Inspection. JS noted that he felt strongly that all other grades could be defended.

PF asked about achievement data for A Levels and JS noted that this data is not yet available. Pass rates vary between 99-96% but the important information is knowing what is underneath a high pass rate. JS noted that the pass rate is not what the College predicted. He added that retention between year one and two is a challenge in the sector for A Levels and any course that is two years long presents a big risk.

Members questioned whether there is data on dropouts from a second year of a programme. JS noted that there had been a management error where students were withdrawn from programmes and then re enrolled. Going forward students will be transferred.

JS noted that Health and Social Care has a new management team. Hospitality and Catering has had two years of poor data. It swapped to a new qualification, which caused issues. The area has struggled with the awarding body and preparing students for the qualifications. There is a significant under recruitment in this area nationally and locally.

SH asked about A level provision and whether the College was equipped to get excellent results and teaching to rival competing colleges.

It was agreed that there is a need to go back to ARK, Bexhill College and other school sixth forms in Hailsham. Numbers have dropped significantly, for example ARK student allocation numbers in 2013-14 were 303 and have dropped to 128 in 2018-19 with a reduction in funding from £1.3m to £435k. All

	<p>providers will need to have strategic discussions about how sustainable A Level provision remains. This provides an impetus to deliver more partnership learning.</p> <p>Members congratulated DS and his team for the high quality of Apprenticeships. Overall achievement rates for apprenticeships are significantly above national averages. Achievement rates are broadly consistent across all age cohorts.</p> <p>It was noted that across the sector there is a trend of dipping achievement rates during merger but Hastings College has maintained solidly good which is a huge credit to the team.</p> <p>JS noted that there are still key areas of the College that are not meeting the needs of the students, as they should do.</p>	
10)	<p>Quality Improvement Plan (QIP) including risks update/emerging quality improvement issues</p> <p>JS reported that the headline QIP is relatively straightforward. Key points included:</p> <ul style="list-style-type: none"> • There are intensive improvement plans in place for Sixth form, Hospitality and Catering, Hair and Beauty, some areas of music, English and Maths. JS is meeting with the Sixth Form on a weekly basis and all other areas fortnightly. • Tomorrow an initiative to recruit hard to reach teachers is coming to the Executive meeting • A pilot of the 50 day work experience programme for 200 students is being rolled out in the vanguard for delivering T Levels • Promonitor has been rolled out Group wide • Monthly management meetings (MMMs) are feeding into Principal Performance Reviews (PPRs) across the Group • Hastings College has been one Director of Curriculum down for the last month. The workload has been shared out with the other two Directors which has had an impact on the management of provision. The Head of Quality has been called to jury service • JS is mindful of the impact of the restructure on quality. The wrap around support that students are receiving will be impacted and there is a need to plan for continuing those support structures • Teachers requiring support meet with Teaching and Learning coaches and where necessary performance management is introduced. There are 50% of teachers on that list which the senior team review weekly to look at interventions and their impact • One English and two maths teachers have been recently recruited • All teachers have been observed this year and four learning walks have taken place. There have been mini inspections on the Sixth Form, English and Maths, Health and Social Care and Hospitality and Catering. Other areas will be inspected on a risk basis • CPD is mainly focused on quality improvements for the Group, for example rolling out good lessons, planning for learning etc. • There are separate sections of the QIP for areas that are high risk, for 	

	<p>example English and Maths and Sixth Form. Regular progress meetings with teachers and students take place in these areas</p> <p>JS noted that the QIP will continue being updated and he is happy to share updates between meetings.</p> <p>Members asked about the impact of the restructure on the College. JS noted that the restructuring is challenging for all and has consumed time and managers have had to prioritise areas of impact.</p> <p>JS noted that the attendance problems at Hastings correlate to where there is poor teaching. He noted that if English and Maths attendance was solved attendance would be pushed up considerably.</p> <p>JS noted that there is 96% attendance in A Level and there is a difference in the attendance in vocational and academic. Members suggested that this is made more specific in the QIP. JS noted that Pathways enrolments of 270 students has an attendance of 76%, which is very good for Pathways but pulls the data down overall.</p> <p>Members asked if attendance data can be looked at and presented more imaginatively. JS noted that there is a need to be careful in defining attendance. The legal responsibility can only mark a student present if they are in the building. They can be noted as in learning but does not contribute to attendance data.</p>	
11)	<p>Employer Engagement</p> <p>DS noted that the starts for apprenticeships remains good with 120 starts so far this year which is just above last year. The College has had the continued support of local employers. Considering the national starts which are very poor with month on month reductions the College is performing very well. In the recent Budget announcements SME contributions for apprenticeships will reduce from 10-5% which is positive although this may potentially reduce starts as the reduction is not yet rolled out.</p> <p>DS noted that he will be speaking at the next Hastings Chamber of Commerce to provide an update on merger and the Groups apprenticeship offer.</p> <p>The Sussex Skills Solutions (SSS) board will meet next week. Overall SSS is doing well.</p> <p>The take up of the levy is very slow and the area hasn't got many large employers that are levy payers. Marshall Tufflex is already engaged with the College. Hastings Direct is focusing most of their work in Leicester where they have a large call centre. They are growing their staff for Hastings through this. Bigger public sector organisations have got into a muddle. For example County have recently gone out to tender for individual apprenticeships which is not worth the Groups time to engage with. However, there is close working with the Boroughs and Districts. NHS Trusts are very slow and nervous about public procurement and have very protracted procurement processes to work with. Once the commitment to 2.3% of the workforce being an apprenticeships comes</p>	

	<p>in this may accelerate take up.</p> <p>SH reported that there is a new Director of Public Health who wants to bring health together in the wider context and would be useful for the Group to contact about health sector discussions. SH to share details with DS.</p>	SH
12)	<p>Recruitment update</p> <p>DS reported that enrolments for 16-18s were just over 50 down from last year (actuals of 1634 compared to 1693). This is due to:</p> <ul style="list-style-type: none"> • being 25 students down in personalised provision and STEPS • There are 23 students down in Pathways and small numbers down in Princes Trust and Personalised Foundation Learning (although this is likely to pick up through the year) • A reduction in Art and Design solely on the Foundation Programme which covers the transition from Level 3 to degrees this year is reflective of the sector • Hospitality and Catering has substantially under recruited • Health and Social Care has lower numbers. This is primarily because the College has been far more robust with students joining courses <p>Other points raised:</p> <ul style="list-style-type: none"> • Sixth form numbers are up against target • Right Choice period – DS noted that the drop out has been one of healthiest yet with the average across all campuses being 6% lower than the national average. It was agreed to circulate the Right Choice report <p>PF questioned whether curriculum areas have been keener to retain students due to the lower enrolments particularly in Eastbourne and Lewes. JS noted that there are good processes to check and balance across all sites and all enrolments are risk assessed. At all campuses there are larger number of students being transferred than leaving.</p> <p>SW noted that employers are desperately looking for staff in the hospitality arena and asked why the demand isn't there for courses. DS reported that there just hasn't been the interest in hospitality and catering that there used to be and even students enrolled are lost through the year as they take up paid employment in the sector. With Brexit the opportunities will increase and the Group is working hard to drive enrolments in this area. At Eastbourne catering and hospitality will be moving to the new conference centre at Devonshire Park so students can train in situ.</p>	DS/JS
13)	<p>Applications update for 18/19</p> <p>JS noted that it is too early to report.</p>	
14)	<p>Curriculum Planning 2019/2020</p> <p>DS noted that the Executive are in the process of developing a 5 year curriculum strategy. It is based on evidence from a data company called ACU, 3 year trends by SSA and local demographics. This data will lead to conversations about what the Colleges need and require. The Education Case will drive ambitions around work experience, apprenticeships and estate management.</p>	
15)	<p>AOB</p> <p>SW noted that it was difficult to navigate the large PDF of papers. The Director of Governance explained that OneNote was no longer in use and the Board was</p>	Dir of Gov

	<p>using Boardpacks. Due to the cost the service was not extended to co-opted governors at this stage. She agreed to send individual files of papers going forward.</p>	
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Meeting closed at: 17.20