

Eastbourne College Board Draft minutes

Date	13 June 2018	Time	15.00
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Venue	Corporation Room, Tyler House, Eastbourne
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Chair	Henry Ball
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<p>Membership: Henry Ball (Chair), Peggy Hall, Joanne Rogers, Keith Ridley In attendance: Principal Eastbourne and Lewes Professional and Technical College (Rebecca Conroy), Executive Director Strategic Partnerships and Engagement (Dan Shelley)</p>

Apologies:

	Item	Action
1)	<p>Apologies There were no apologies received.</p>	
2)	<p>Declarations of Interest There were no declarations received.</p>	
3)	<p>Chair's introduction and welcomes The Chair welcomed members to the first meeting of the Board and congratulated Rebecca Conroy as the Principal of Eastbourne. He raised the following points:</p> <ul style="list-style-type: none"> • The College Boards are a powerful and important concept for the new College Group. The local board is part of the benefits of being small and local • The College Board will enhance the performance of Eastbourne and its curriculum areas in terms of scrutiny of the curriculum and support to the Principal • The original concept for the Eastbourne and Lewes College from the SDC Corporation was to return to its former years of glory by re shaping and differentiating between sixth form college type provision at Lewes and professional and technical routes at Eastbourne with some overlap between campuses. These ideas were discussed as part of the merger discussions. Historically A levels were a strong part of SDC. Over the years, this has reduced significantly in terms of quality and student numbers • There is still a demand in the sector for sixth form colleges and good quality A level provision. The Chair cited the example of Haywards Health where the sixth form college was closed down as part of the Area Review and the drive now is to recreate the college • DS has been leading on the branding of the different Colleges. In terms of naming the Colleges the favoured concept it to name the Colleges Hastings, Lewes and Eastbourne under the banner of the East Sussex College Group (ESCG) to demonstrate their locality 	

	<ul style="list-style-type: none"> • There is a huge growing feeling that the College Group, the District, Borough and County are working to the same ends in terms of the social and economic development of the area. The College Strategic Partnership Committee is focusing on developing these partnerships • It is important to focus on who would be useful to come to the Eastbourne College Board meetings to drive the mission to provide the right type of programmes at the right standard to support the local community and enhance prosperity • The College Group is looking at a capital strategy with significant refurbishment of the Lewes and Eastbourne sites. The Borough and District have similar objectives • It is important to have a much more coordinated, coherent and integrated view of the role of the local Colleges in the community and the Group is working hard to engage with the local community. The educational case needs to be built with engagement with the community, in particular employers • The Committee noted that Eastbourne Borough Council are innovative and are being used as a model for other councils • The Chair noted that working alongside EBC will give access to their funding which is favourable to bank loans • The Committee asked if a member of EBC would join the Eastbourne College Board and the Chair noted that they would welcome the invitation. It was agreed that EBC will want to show that they are working with ESCG to improve educational outcomes • It was agreed that it would be beneficial for the ESCG and EBC to work hand in glove to provide the Borough with staff at Devonshire Park. Customers are the same across the Group and the Council and it could be a huge step forward for partnership working • [confidential item] 	
4)	<p>Eastbourne College Board membership – stakeholders, students, staff members</p> <p>The Chair asked RC for her views on the role of the Board. She explained that the Board will be focusing on the town and provision required. She sees the College as Eastbourne’s engine room, enabling people to upskill or reskill to deliver what the region requires.</p> <p>The Chair asked how the Principals of Eastbourne and Lewes will work across the sites and provision. RC explained the existing structure where she is responsible for some provision on the Lewes campus and the majority of Eastbourne provision.</p> <p>The Principals are looking at this and trying to make sense of it for internal and external people. For clarity, it is important that Eastbourne staff know that the Principal of Eastbourne is the figurehead of the campus. The Principals are working very closely together and are clear there needs to be geographical provisioning.</p> <p>The Chair asked about the membership for the Lewes College Board and DS reported that Tony Smith, Emily Beer, Gill Short and Ian Jungius attended the first meeting. There was a discussion on membership and suggestions that a couple of employers, a person from Job Centre Plus and a person from Lewes</p>	

<p>football team be approached. They had also discussed bringing in a parent member or local primary head.</p> <p>The Committee considered membership for the Eastbourne College Board and a number of key people were considered [confidential item]</p> <p>The Committee agreed it would be a good idea to match stakeholders with priority areas. Members could then inform the College about the need for appropriate training opportunities and guide the curriculum offer so it is leading to jobs. The Committee needs people who are able, willing and knowledgeable about the local labour market and take a very positive role in terms of guiding and steering the College. It is around future proofing the Colleges.</p> <p>The Committee noted that making sure the invitations are personal rather than to the company is important to attract the right person to the Committee. It was noted that it is not the first time that the College has gone out and tried to bring business in but despite initial engagement partnerships did not progress and this time it needs to be different. Committee members need to see that they are part of a decision making process and that they are shaping decisions. The Group has to show that members are able to influence. DS noted that ESCC already have sector specific groups and it will be important not to step on those. He noted that the feedback about the Eastbourne campus is very poor from employers and the Group has to come up with a proposition that shows it will be different this time. Employers need to know what they can do and what is in it for them.</p> <p>It was agreed that the Committee should be ready before it involves stakeholders and that the terms of reference and proposed membership would come forward to the next meeting prior to appointments being made.</p> <p>The Committee considered local head teachers and other membership suggestions [confidential item]</p> <p>The Chair asked RC and DS to consider the list of proposed membership and to make tentative approaches to any definite choices.</p> <p>There was a discussion about the staff and student membership on the College Board. It was agreed that staff and students are there as governors and their role is to bring knowledge and experience to inform committee discussions. They will have a full induction prior to joining the College Board.</p> <p>RESOLVED: RC to bring a proposed membership to the next College Board meeting.</p>	<p>RC, DS</p> <p>RC</p>
<p>5) Risks update/emerging quality improvement issues RC explained that the paper follows on from the risks discussed at the ESCG Board strategy day. The aim is to provide assurance that risks are being mitigated and looked at on a regular basis. The Committee asked what the biggest risks were at present and RC reported as follows:</p>	

	<ul style="list-style-type: none"> • Student outcomes – there are 67 amber learners at present • Student recruitment – making sure that September is successful in terms of planning and recruitment • Fundamental assurance around safeguarding and health and safety and ensuring that staff are aware of changes to team members <p>The Committee noted that there were a historic issue of analysing information and asked if this was still a problem. RC noted that she has been able to accumulate sufficient data to enable decision making but the process for this was time consuming with significant drilling down, cleansing and checking to enable her to feel confident making decisions. Going forward processes will be put in place to address these issues</p> <ul style="list-style-type: none"> • [confidential item] • At Eastbourne all teams have been appointed from internal applicants which has significantly improved staff morale. DS reported that the branding agency have had a lot of staff involvement and reported that this have been very positive and staff feel they are being given their campuses back. The Committee questioned whether the strife and low morale being felt is internal only or also apparent in the community. RC reported that school head teachers have had a lot to say and there are concerns with the school community. The SDC Ofsted result had an external and internal impact. She noted that there is a big job to do to turn it around and make sure people are clear about the ESCG and its vision • The Committee noted the importance of people seeing that there is a new team in place. JR suggested that demonstrating the individual skills and profiling of both the Principals and the Exec team to get over the legacy change would make a big difference externally. DS reported that when the branding is completed there will be a huge marketing drive showing the faces of the campuses and showing the community the Group is bringing local colleges back to them. 	
6)	<p>Predicted outcomes for learners update (17/18)</p> <p>RC reported that there have been significant pieces of quality improvement this year. The drive from Construction and the Electrical teams is a particularly positive journey and RC has spent time with the teams and listened to their journey with their students. Overall, there is a strong set of outcomes for the end of this academic year and a strong base to start from next year. This will send a very powerful message externally. A lot of work is taking place to chase down students and there is a real sense that teams know what is resting and riding on the outcomes. The teams will be very proud after such a long period of hard work.</p> <p>[confidential item]</p> <p>Challenges around the outcomes of recruitment is a high-risk area and work is underway to make some areas more exciting to recruit students, for example collaborating with a local restaurant for hospitality students. RC will bring examples to a future meeting on this work.</p> <p>KR noted the plan for a training hotel in Eastbourne and DS reported that he had already made contact.</p> <p>RC noted that the new team is focused on building good practice and sharing positive learning journeys across curriculum areas. Staff need to hear that it is</p>	RC

	<p>about relentless pursuit of turning outcomes around.</p>	
<p>7)</p>	<p>Management appointments update The Committee considered the management structure and RC is confident that a good management structure is in place. She reported that every member of staff appointed to Director and Head of Curriculum roles are existing members of SDC staff. There has been a lot of progression with enthusiastic staff with potential appointed. She noted that there are some risk associated with this but the College is looking at comprehensive development programmes to ensure promoted staff have the knowledge and skills to carry out their roles effectively.</p> <p>The structure is clustered sensibly around aligned industries. Staffing has been organised consistently to ensure experience across the Colleges to share good practice.</p> <p>RC noted that she felt it had been important to recruit from internal talent. The College has not comprised on calibre, with a robust recruitment process and all staff have been appointed on merit. The Chair noted that SDC governors had the view that the College included a large number of talented and committed staff and was pleased that this was recognised in the recruitment process. RC noted that the staff appointed have a lot of positive influence and are respected and looked up to by College staff. The change in mood that has come from the new management structure has enlivened staff.</p> <p>The Committee agreed that the new management structure sounds positive and looked forward to meeting the new team.</p>	
<p>8)</p>	<p>Employer Engagement DS reported as follows:</p> <ul style="list-style-type: none"> • He is currently reiterating the existing structure in the county • ESCC has a Skills East Sussex Group for the County where he is a member of the group and five subgroups (Construction, Engineering, Land Based, Care and Creative and Digital) that try to ensure that skills needs in the County are met. There are a mixture of employers and providers in the membership and DS chairs two of the committees • The College Group is specifically retaining its Construction and Built Environment course to satisfy the Skills East Sussex agenda and the membership are aware that there are only ten learners making it financially unviable. There is a partnership arrangement with the College Group to help students into placements and to provide access to schools • The Group has commissioned nine sector specific Labour Market Intelligence reports which can be utilised by the ESCG • Sussex Skills Solutions Board continues to meet and this includes some good key employers • There is a significant amount of work to get employers in and engaged in the fact that things are changing. Getting employers in at the right time is critical • KR noted that Stephen Lloyd MP has run business breakfasts which may be a useful way into engaging with employers <p>The Chair asked DS to introduce RC to the different groups and DS noted that</p>	

	<p>they will attend the sub group meetings together. He noted that he will be attending the Skills East Sussex Group Board next week to present the ESCG curriculum plans</p> <p>The Committee agreed that what the Group needs is a couple of really good stories to change the legacy and show stakeholders that it is a winning College.</p> <p>KR noted that he had recommended the CEO to attend the Education Business partnership and DC confirmed that CC will be speaking at their next meeting.</p>	DS
9)	<p>Applications and progression update for 18/19</p> <p>RC reported that this remains a significant risk. The College is currently focused on conversion, ensuring that College introductory days are well run and putting on a festival to promote the College. They are making sure that a range of options is available for students, for example developing a pre apprenticeship programme for 260 students who are looking for work to support students who will not all get converted to an apprenticeship programme. The aim is to capture all students and ensure they are suitably housed for next year.</p> <p>Staff are preparing for enrolment with a focus on converting all enquiries to applications.</p> <p>The Committee asked about applications to date. DS noted that application data can be a red herring as students often apply to more than one institution and it is more important to look at offers. Currently applications are down by 250 at Lewes, 200 at Eastbourne, with a slight increase at Hastings compared to last year. If progression rates increase then the gap will narrow.</p> <p>The Committee asked what constitutes an offer and DS explained it is when a person has been in for an interview and been offered a place. This place is still not guaranteed but the conversion rate from offers provides a good indication of student numbers for 2018-19.</p> <p>RC confirmed that internal student tracking to move students and secure internal progression is a key area of work. She explained that there is an enormous amount of work taking place to drive applications and progression for 2018-19 and the College is not where it would like to be and is not expecting to eliminate the gap. Planning for next year has been matched to staffing numbers.</p> <p>DS reminded the Committee that the demographics for 16-18s are at their lowest. They will start to increase again next year with more than 400 year 11s in 3 years' time. He noted that the College would work hard during the summer to target students who may be uncertain about the chosen College.</p> <p>The Committee thanked RC and DS for all the work from staff on driving applications and progression.</p>	
10)	<p>Curriculum Planning 2019/2020 (including T-Levels update)</p> <p>The Committee noted the report and RC explained that a much more detailed curriculum strategy is currently underway which will feed into the Group's capital planning strategy to deliver directly to local needs.</p> <p>RC provided an overview of the current development of the curricular for 2018-19, which has been developed in response to employer feedback and gaps within existing provision. These will be delivered from September onwards and include:</p> <ul style="list-style-type: none"> • Development of 14-16 transition programmes in partnership with local schools 	

	<ul style="list-style-type: none"> • Expansion of pre-apprenticeship programmes • Expansion of engagement/explorer programmes at Level 2 • Event Managements Level 2 • Building Maintenance and services Level 1 • Barbering Level 2 • Construction and the Built Environment Level 2 – this responds directly to employer feedback and feeds into Level 3 HNC/D Construction in the Built Environment • Outdoor Adventure qualification • Hair and make-up Level 2 • An Estate Agency study programme for Level 2 to lead into an apprenticeship for Level 3 <p>Staffing has not yet been recruited and the long lead in time for the prospectus will allow the College to monitor applications and numbers and plan accordingly.</p> <p>The Committee congratulated RC and DS on the success of being able to deliver T-Levels in 2020. RC passed on her congratulations to DS and team who had managed this process. She noted that it is a real feat as Sussex Coast College is the only non-Outstanding College on the list of T-Level providers. ESCG has had confirmation from the ESFA that delivery can take place across the ESCG Group. RC noted that it would be exciting looking at how the capacity and benefit fund is spent and working with local employers on developing the routes. It was agreed that it would be one of the most exciting educational developments the area has seen for some time.</p> <p>ESCG will deliver in 2020:</p> <ul style="list-style-type: none"> • Software Application Development (Digital Industry) • Design, Surveying and Planning (Construction Industry) <p>All agreed that it was a great opportunity for Lewes to deliver the digital industry qualification.</p>	
11)	<p>AOB</p> <p>The Chair thanked the Committee for a spirited first meeting and thanked RC and DS for their enthusiasm, energy and knowledge.</p>	
<p>Meeting dates: 6 November 2018– Eastbourne 6 March 2019– Hastings 7 May 2019– Eastbourne All 15.00 starts</p>		

Meeting closed; 16.54