

## Lewes Board Committee Draft minutes

Date	13 May 2019	Time	16.00
Venue	Conference Room, Cliffe Building, Lewes		
Chair	Ian Jungius		
<b>Membership:</b> Ian Jungius (Chair), Gill Short, Tony Smith, Scott Bradrick, Nigel Ryan <b>In attendance:</b> Fred Carter Principal - Lewes, Dan Shelley EDSPE			
<b>Apologies:</b> Gill Short			

Item	Action
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<p><b>Apologies and welcomes</b> Apologies were received from Gill Short. Scott Bradrick did not attend the meeting. Nigel Ryan was running late to the meeting.</p>	
<p><b>Declarations of Interest</b> Tony Smith declared an interest as an employee of two local schools.</p>	
<p><b>The minutes of the meeting held on 11 March 2019 were declared as a true and accurate record.</b> Matters arising were noted as included on the agenda. [Nigel Ryan arrives 16.11]</p>	

<p><b>Additional members for the Local College Board</b></p> <ul style="list-style-type: none"> <li>• The Chair noted that two local college board members (Chelsea Renton and Claire Duc) have had to step down from the Committee</li> <li>• Fred Carter noted that a meeting with Mike Ellicott, the CEO of National Numeracy is taking place in early June with a view to him joining the Committee</li> <li>• Sarah Pringle, Head of Seahaven School, will join the Committee</li> <li>• The Chair noted that it is important to recruit to the Committee and to have a balanced membership. He asked the Committee for thoughts on recruitment. Dan Shelley noted that it was important to engage with businesses linked to the key curriculum areas and he would look at any potential members through this avenue. He noted that the Chamber could be used to recruit members but tends to include business members rather than bastions of commerce. Going through employers who have an apprenticeship link to the College Group would be another option to engage potential members. East Sussex Fire and Rescue may be able to engage public sector employers to the Committee. Fred Carter noted that the College Group is hoping to establish a Lewes Schools Partnership which may bring in more head teachers. Tony Smith noted that business governors at the Priory are mostly retired. The Chair mentioned Harveys as a possible option. The Chair agreed to raise with Gill Short</li> <li>• Fred Carter reported that nominations for staff (teaching) members has opened and there are some interested parties. Student elections will take place in the Autumn term.</li> </ul>	<p>Dan Shelley</p> <p>Chair</p>
<p><b>Local College Board policies (si)</b> There are no policies to note.</p>	

### **Update on restructure**

Fred Carter reported as follows:

- the annual cycle has taken place for business and curriculum planning and a revised curriculum plan is in place
- As part of this some efficiency savings will be made in science, performing arts, business and travel and a reduction in the number of HOCs
- Reasons for the efficiency savings include reductions in student numbers, discontinuation of courses and some quality concerns
- The aim is to align staffing with the provision offered. Applications for roles close at the end of this week
- With the changing curriculum in performing arts the skills set required from teachers is high level - Level 3 and upwards - which gives an opportunity for staff.
- There will be fewer Level 2 and Level 3 groups going forward,
- Applied Science is no longer an offer and there is a need to increase the efficiencies in line with this
- The efficiency savings will result in a 1.7 reduction in FTE in science and further reductions elsewhere
- A new role titled Curriculum Quality Manager (CQM) for A levels is being introduced as part of the new structure. CQM's will line manage staff in a cluster and report to the Director. The aim is to make the role more manageable and effective and less reliant on one Head of Curriculum. This process will be resolved by half term and any gaps will be identified. Fred Carter added that there are only likely to be gaps in science, but measures are already lined up to address this
- The Chair noted that the introduction of T Levels will it fit into this structure and Fred Carter reported that with the introduction of T Levels in 2020 the College Group will deliver all three areas – childcare, digital and construction and there is time to look at staffing in these areas. (note only childcare and digital will be at Lewes)
- The Chair noted that a key issue for the College is about reputation and asked whether the efficiency savings will compromise the thrust towards quality. Fred Carter reported that having CQMs will be a better model for A levels and staff are high quality. The review will also address some issues in science so will benefit the curriculum and students.
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## **Recruitment and school liaison**

- **Applications update for 19/20**

Fred Carter reported that there are a number of ways of measuring applications. It is no longer possible for students to choose multiple campuses and provide dual applications. Applications are slightly above last year which is a change from the declining situation over the last few years. This was primarily related to A Level students coming from Eastbourne schools. This year to date the College is 50 students up for A Levels. Dan Shelley noted that it is interesting to see the drop at Eastbourne campus with students travelling to BHASVIC, Varndean and Bexhill College.

Tony Smith reported on private schools targeting schools in Eastbourne and Lewes, offering 105% scholarships for their sixth form. He noted that the market place is aggressive at the moment with the aim of taking the best students across the board. The Chair asked if Tony Smith had picked up any sense that things are changing around reputation of the College Group. He noted that there is a feeling that things are getting better and there is no longer the high level of negative parental response about the College Group. He explained that the big change required for Priory is standards in science. People are generally happy with other areas but not prepared to take the risk on the science provision at the College Group where there is no confidence in some of the current teachers. The college is aware of this issue and is addressing it.

- **Internal Progression**

Fred Carter reported that the marketing department are using the latest techniques to target individuals and convert applications into offers. Internal progression has been low and this is being prioritised. There is a lot of effort to ensure all students have a clear progression route and 94% progression has been identified at Lewes. The College is also targeting previous students and providing advice and guidance for those students without a destination.

Fred Carter reported that the College has written to the local schools to set up a Local Schools Partnership Provision. Health and Social Care is being delivered at Priory from Year 11 and the schools are keen on 14-16 provision opportunities. The aim is to be similar to the Eastbourne Schools Partnership. The first meeting is next week.

Dan Shelley reported that there had been a productive meeting on Thursday with four head teachers with discussion about how important 14-16 provision is at Lewes and Newhaven. Hair and beauty courses have been confirmed for next year. All four heads were keen to see 14-16 develop because there is not much provision this side of the county. The provision is working well in Eastbourne this year and Lewes is looking at the model for 2020.

- **Adult Offer 19/20**

The Adult offer at Lewes is relatively small. There is funding in place for AEB provision but the College doesn't meet it and subcontracts out. The aim is to address this shortfall and deliver more in house. Training and good practice sharing is taking place and each campus has had a challenge to increase AEB delivery. This will include beauty therapy, barbering, personal training, digital

## Quality

### • **Update on Quality Improvement Plan Lewes 18/19**

The Committee considered the main points as follows:

- Performance management – the process is too bureaucratic and will be revised from September by HR. Despite this, it is working and covering a lot more staff than it used to
- GCSEs - reasonable progress was noted by the monitoring visit although it is still a major challenge and area of focus. There is a much clearer picture of who is likely to get through and the College is focusing on those students. T&L has improved considerably in English and Maths. The assessment process is far more rigorous and the College is expecting an increase in achievement in GCSE maths with English remaining at a reasonable rate. Attendance is still low compared to other curriculum areas
- Work experience - significant progress has been made. A level students are going out on work placement in June for the first year
- Vocational areas are on profile to achieve
- Staff recruitment continues to be a concern in some areas. Current issues are in computing. There are initiatives to address this but so far they have not been effective. The College is looking at growing their own. There is a recent success story in Law with a recent graduate who is coming back in to teach
- Funding for a management development programme will be implemented from the next academic year when staffing has stabilised
- Some curriculum areas are stronger than others. Vocational areas are doing well and issues from previous years have been addressed. There is still significant work to do in a number of areas
- Prevent and safeguarding – a package called Learning at College with online materials and assessment will be implemented across the College Group in September. This has taken longer than expected to roll out
- Improving the reputation of the College and stabilising is a key priority to make the College Group a more attractive place to work

### • **Predicted achievement and in-year retention**

Fred Carter tabled a summary spreadsheet and the following headlines were discussed:

- Current predictions should be reliable
- The College is predicting 85% achievement (against 81% for the last couple of years)
- Lewes professional technical has made the biggest increase
- A level achievement will be hampered by retention. The main reason for the low retention in A levels is a high drop out in term 1 (autumn 2017) with a retention rate already below 90% prior to merger. One of the main contributing factors to this was an online enrolment process that did not ensure learners were suitably advised and placed on the right courses from the start. The enrolment process was reviewed and improved for 2018, with face to face enrolment put in place for all learners. Current A level Year 1 retention is already much better at 97% which should result in better outcomes in 2019-20.
- Previously there has been a lot of drop out between year one and two and that has now stopped

### **International update**

Dan Shelley reported as follows:

- The College Group delivers a range of international programmes and has a target of £1.8m for this academic year. The department is going to be within 5% of target
- The most important elements of provision are English as a foreign language with students coming from a week to up to a year and 85% of provision and income comes from this
- There has been growth at all three campuses
- There is a one college strategy which is attractive for countries such as China, Thailand, Ecuador and Japan who can send 50 students and split the cohorts across campuses for language opportunities
- SDC had lost its Tier 4 licence at Eastbourne and Lewes due to Grade 3 Ofsted but this is not applicable to the College Group. There are 14 Tier 4 students across the campus, contributing £10k in fees per student. Mark Allen, Head of International, has just returned from a two week trip to Japan and China and he is confident to double the numbers from this year. There is a stretching target of £1.8m to £2m. He came back positive but less buoyant because he was hoping for more. He has increased the number of Chinese partner schools from 11 to 20, in 2020-21 this will double again and start to make good inroads in terms of income and good volumes of Chinese students coming to the College Group. This helps boost numbers and quality of students, particularly on science based programmes.
- All campuses will have their busiest summer ever. It takes a while to build up the momentum but this is worth about £0.5m across all three campuses.
- Groups of Thai students have been coming in the Spring and the Winter. 60 students from Ecuador came this year and there are double the number of students on shorter programmes.
- There has been some uncertainty around international because of Brexit.
- The Committee asked who teaches the international cohort and Fred Carter noted that it is College teachers with infilling to existing specialist ESOL and EFL students. It runs like an English language school in the summer.
- The halls of residence in Cayman House are now on a three-year cycle of refurbishment.

### **Curriculum Strategy**

Dan Shelley presented an update on the curriculum strategy entitled *Beyond 2020-our emerging curriculum strategy and consultation process* (see attached presentation for details). Key points included:

#### **To reverse the decline of students and income:**

- Redevelopment of Lewes and Eastbourne estate to match Hastings
- Rapid improvement in outcomes to counter reputational issues
- Review of the curriculum offer to make it cost effective and attractive with distinct points of difference to our competitors

#### **Key Education Case recommendations:**

- Arrange offer into 4 Career Families, aligned to the new Occupational maps.
- Redesign technical and vocational offer focusing on the key Knowledge, Skills and Behaviours (KSB) within career families, endorsed by local employers.
- Agree a series of core skills that all students will develop – aka employability or soft skills.
- Reduce reliance on Diplomas at L2 and below to free time to develop KSBs, core skills and any short or industry qualifications identified by employers.
- Review the A level offer to ensure it is financially viable and provides the most popular subjects and combinations.
- Develop additional HE programmes, aligned to career families to aid progression.

#### **Consultations beyond 2020**

- Desk based research of Apprenticeship Standards and T Level specifications
- Developed a long list of Knowledge, Skills and Behaviours
- Directors and Heads of Curriculum to review, revise and improve these
- Staff and Employer consultation events scheduled for June – July 19
- Use final versions in 2020/21 Prospectus
- Develop revised curriculum offer by June 2020

The aim is to radically change what the programme is made up of, equipping students for their routes into employment.

The Chair noted that there is a lot of work to be done and Dan Shelley reported that it is a priority for publication of the prospectus. Going forward the way the College Group promotes itself will be different to meet the changing needs of generation z. This cohort want details of open events but not necessarily a full prospectus.

The Committee noted that T-Levels is a big shift for the College and getting the right quality staff to deliver is a huge issue. Dual professionals is likely to be the way forward with expert people coming in to teach and demonstrate to students what is going on in the real world.

Work on industrial placements where employers can get the best students and be able to deliver some of the provision is of direct benefit to employers. It was agreed the changes will be a big shift for teachers.

Dan Shelley noted that the T Levels spec will not be in place until March 2020

	<p><b>Governance Matters</b></p> <p>1. Confirmation of Chair and Vice Chair for 2019-20</p> <p><b>RESOLVED: Ian Jungius was appointed as Chair until his departure in December 2019. Gill Short was appointed as Vice Chair and will commence as Chair from December 2019 and a new Vice Chair will be appointed.</b></p> <p>The Committee noted that the items below will be considered by the Chairs, Vice Chairs and Principals at a meeting on the 1 July 2019.</p> <p>2. Review of terms of reference</p> <p>3. Cycle of Business for 2019-20</p> <p>4. Review of effectiveness</p>	
12)	<p><b>Any other business</b></p> <p>Dan Shelley provided an updated on the paper circulated by Tim Hulme on the estates and education case. The Education Case is a detailed document looking back three years and then predicting until 2027. This was received and endorsed by the March 2019 ESCG Board meeting. The Estates Strategy will come back to the Board in June for approval. There are two options, one to sell one side of the campus for housing for 200 homes and to build a college on the rest of the site. The other option is to relocate to Southover. The proposals are currently being costed in terms of land value and property values. The College is located within the national park, which would add additional costs for an appropriate build for the area. Costs are also being looked at around the Local Authority and College Group taking on the development of the sites, which may add an additional 20% to underpin the financial position and come back into the College Group estate. Sensitive public consultations will take place in the Autumn.</p>	

Meeting closed at: 17.48