

## Eastbourne College Board

Date	7 May 2019	Time	15.00
Venue	Corporation Room, Tyler House, Eastbourne		
Chair	Peggy Hall		
<b>Membership:</b> Peggy Hall (Chair), Henry Ball, Joanne Rogers, Keith Ridley, Aiden O'Dyer, Therese Osula Winthe, Sam Skevington, Andy Thomas, Duncan Kerr, Richard Garland, Huxley Know Macaulay			
<b>In attendance:</b> Principal Eastbourne College (Rebecca Conroy), Executive Director Strategic Partnerships and Engagement (Dan Shelley), Executive Director Resources and Organisational Development			
<b>Apologies:</b> Richard Garland, Duncan Kerr, Aiden O' Dyer, Joanne Rogers			

Item	Action
<b>Apologies were received from:</b> Richard Garland – Chamber of Commerce. The Committee asked the Director of Governance about whether the role should be for the institution or the individual. The Director of Governance noted that the Board does not use prescribed membership categories but the Principals have the freedom of agreeing local board membership and recommending it to the Board so it could be an option. It was agreed that Richard was appointed for his skills and expertise rather than being a Chamber of Commerce rotating member role. Duncan Kerr – Wave Leisure Joanne Rogers The Chair noted that Aiden O'Dyer had not attended any meetings to date.	
<b>Declarations of Interest</b> There were no declarations received.	
<b>Chair's introduction and welcomes</b> The Chair thanked all members for attending the meeting.	
<b>The minutes from the meeting on the 6 March 2019 were agreed as a true and accurate report and matters arising were noted.</b>	

<p><b>Update on Eastbourne College Board membership – stakeholders, students, staff members</b></p> <p>Rebecca Conroy reported:</p> <p>Richard Garland and Duncan Kerr have both joined the committee and will attending the next meeting. Josh Barbarinde a former student president and alumni will be joining the committee in a flexible capacity.</p> <p>Rebecca Conroy and Dan Shelley are looking into a link with the Local Authority.</p> <p>Henry Ball reported that technically the College is the East Sussex College Group and has the legal responsibility for it. An important part of the design of the new College is that this part would be invisible and visible would be the local Colleges. The notion of the Local College Board is that as far as possible it will become the Board of the local College. The Chair noted that he is working hard to sort out these legalities to allow the local College to have ownership of its College and the local community. The aim is that an excellent College serving the needs of the community is created.</p> <p>The Chair noted that one of the key points of merger is that local Colleges have their own membership. She suggested that a parent governor to provide feedback is appointed to the Local College Board. Rebecca Conroy agreed to follow up. Andy Thomas reported that his stepson has studied at Eastbourne for two years and he agreed to feedback to Rebecca Conroy on his experiences.</p> <p>A meeting on the 1 July 2019 with the Local College Board Chairs, Vice-Chairs and Principals will take place so an invitation to feedback comments to the meeting will be sent out by the Director of Governance.</p> <p>The Committee noted that it was important the student voice is heard and the student members should be encouraged to attend.</p>	<p>Rebecca Conroy/Dan Shelley</p> <p>Rebecca Conroy</p> <p>Dir Gov</p> <p>Rebecca Conroy</p>
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## Eastbourne Local College Board KPIs update

Rebecca Conroy tabled an updated KPIs document. She reported as follows:

- There is a large list of KPIs in line with the Transaction Unit requirements
- The new document provides comments alongside the KPIs
- The overall effectiveness grade will be confirmed in November as part of the self-assessment process. Members will be invited to contribute to this process
- The floor target is to remain as a Grade 3 but the College is ambitious to move towards a Grade 2 later this year given performance to date
- Retention is very strong compared to last year at 95%. A robust system is in place with sign off at Principal level. There is a much more targeted approach with new student mentors in post who take a proactive approach. It is expected to fall another 1-2% but will still exceed target. The Chair questioned whether improvements are linked to students being put on appropriate programmes and early interventions and Rebecca Conroy noted that this is the case and the College aims to keep hold of all students to allow them to succeed even if their attendance dips.
- Banked achievement to date is reported as an interim position
- The College is predicting for 16-18s 85.3% against a target of 83%. The national average is 81%
- The predicted 19+ is 87%, which could shift due to new learners coming in. this is below the target of 90% but significantly above last year.
- GSCE English and maths high grades - last year the figures were just above the national average. Maths national average high grades was 16.8% for 16-18s and English national average high grades was 25.3% for 16-18s
- Currently, in maths, 24.4% of students are predicted to achieve a Grade 4. There are 30 students who are just under this mark and interventions are in place. If these are successful it would move up to a 33% and would represent a significant increase from last year. The Committee asked if this is through additional coaching. Rebecca Conroy reported that a number of personalised strategies for students including increasing attendance, completing past papers, online resources and focusing on areas of weaknesses are in place. The Chair reported that she had sat in on a lesson where there was a great deal of individualised learning and peer support and work books developed with the University of Brighton. Rebecca Conroy noted that the Ofsted team monitored this area in a lot of detail and were pleased with the strategies in place to support student progress.
- In English the position is a lot stronger with in excess of 32% last year. This year the College is predicting that 31.2% will achieve a grade 4 and this would rise to 40% if the interventions on the additional 30 students are successful
- The Committee asked that a further column with the national average is included for the next meeting

Rebecca  
Conroy

	<p><b>Local College Board Policies (SI)</b> There are no policies to report.</p>	
	<p><b>Eastbourne Estates strategy</b> Tim Hulme assured colleagues that the estates strategy is reported through the Capital and Infrastructure Committee with updates coming to the Local College Boards for information.</p> <p>Tim Hulme noted for new members that the development of an estates strategy, completed by the end of June and signed off in July by the ESCG Board, was a requirement of merger. This will be a strategy only with further developments coming to the Board in November/December 2019. Tim Hulme talked members through the Estates update paper (see appended paper for details).</p> <p>Tim Hulme reported that it may be possible for a September 2023 occupation in Eastbourne. The Chair asked if the procurement methodology could provide a contingent guarantee to build the site and stay on the existing campuses until completed or release some land to build in a receipt early. Tim Hulme noted that this would be the case. The Chair asked when the Exec would speak to the public about the proposals and Tim Hulme noted that this would be after the Board adopt the estates strategy. It was agreed that there will be some groups that will need to be engaged with early and the process will start in September.</p> <p>Tim Hulme reported that in terms of the five sites a couple have been selected, one at the rear of the town hall and one on Grove Road. Keith Ridley asked about the Debenhams and TJ Hughes site and Tim Hulme noted that the Local Authority has been asked to look at the footprint for the site. Henry Ball reported that schools will be a hugely important stakeholder as well as employers and some early discussions with the key stakeholders about the curriculum and finance and estates strategy would be helpful. Dan Shelley reported that he has an item on the agenda to cover the linking with the curriculum and estates strategy.</p> <p>Rebecca Conroy noted that there is an upcoming EASH meeting and she would take along an update because it will have significant impact on local schools. (Tim Hulme departed 15.32)</p>	<p>Rebecca Conroy</p>

## Quality update

### 1. Eastbourne Quality Improvement Plan – April Update

Rebecca Conroy picked out areas of ongoing challenge:

- Preparation and training for teachers identified as study programme tutors. All substantive staff are given an allocation of students as a tutor group to track all aspects of their studies. There are some members of staff who are well equipped for this process but newer teachers, and in particular vocational teams, are less aware and able to carry out the role and this will be addressed as a training need in year. Getting teachers to skill share will make an enormous difference alongside carrying out early intervention work effectively
- Enrichment and enhancements – there is some great progress on work experience and student visits but a coordinated planned approach of cross college enrichment is required. The Committee asked if enrichment and enhancements provide examples for students for their personal statements for HE. Rebecca Conroy reported that there are opportunities to volunteer and it is the fun and social side that adds value to their futures
- Safeguarding and Prevent – an online system is ready for September which will provide the College with a strong evidence trail
- Performance management systems – there has been significant progress with staff having KPIs and targets but there is a piece of work to do to refine the process and the Principals are working with HR on this. The Chair asked about the percentage of completed performance reviews and Rebecca Conroy reported that there are a few outstanding but to date it stands at over 70% completion rate. The Committee requested a breakdown for teaching and support staff and full and part time staff
- Rebecca Conroy noted that a huge amount of training has taken place with a focus on SMART targets and teaching and learning planning and delivering. Progress has been made but there is still further work to do. The quality of targets need further work. Teaching and learning improvements are being embedded and peer mentoring is taking place. The Committee asked whether this will be rolled out Group wide and Rebecca Conroy noted that all quality systems are Group wide

### 2. Predicted Achievement Report

Rebecca Conroy noted that the report shows the state of play in 2017-18 and benchmarking against the national average benchmarks. There has been improvement in many areas and an overall improvement. The College is 7.2% below the national average overall. The quality cycle has various points in the year where students performance is rag rated. There are key areas of work to do on areas performing below the national average. The Committee noted that:

- Princes Trust programmes have been temporarily suspended in Eastbourne due to poor recruitment and achievement.
- A Level retention for second year A Levels was not strong in 1718 before merger and this will affect overall success and value added. Rebecca Conroy reported that this is related to a small number of students impacting adversely on the Value Added. She noted that

Rebecca  
Conroy

## Apprenticeships

Dan Shelley presented as follows:

- Eastbourne Local College Board has been given the remit of reviewing apprenticeship delivery for the College Group
- There are 2500 apprenticeships on role at the College Group, making it one of the largest providers in the South East
- Overall achievement last year was 74.3% (variable across the Colleges)
- Timely achievement overall was 69.1% (variable across the Colleges) which is 10% above the national average
- Internal delivery at Eastbourne was an issue and has now been put under Sussex Skills Solutions
- The College Group has already achieved 67.3% this year with best case of 77.3% demonstrating that centralised delivery has worked
- Partners have already achieved 75.7% with a best case of 83.6%
- Hastings College has 2/3 of apprenticeship delivery overall and has banked 68.9% to date so is likely to overachieve
- The Committee asked if this success is due to more resource being available across the College Group or a different way of managing through Sussex Skills Solutions (SSS). Dan Shelley reported that it is all about systems and understanding where each learner is and RAG rating them against planned end dates. The internal SSS managers are monitoring regularly and the Partnership Manager, Hayley Robertson, runs a business worth £7m and has the systems and processes in place to track and monitor the same number of students as the Principals. The team is managed really well with a subset of partners who are closely managed. Every two weeks each partner is monitored and a performance review (PPR) takes place every quarter. For those not performing an action plan is put in place and monitored. Currently there are three partners on a rundown contract because they are not performing effectively
- The Committee questioned how well students and employers are matched together locally. Dan Shelley reported that degree and higher apprenticeships have had a detrimental effect on starts. The College is flat lining trying to meet the changing demands. He noted that SMEs always come back and facilitate programmes on day release and there is a stream of new business. There are two sales teams who work on business development and new business clients
- Progression information on those finishing this year will be shared with the Committee.
- the College works like a recruitment agency to push out apprentices to employers
- Dan Shelley reported that money will run out in the next 18 months as the levy is about to overspend. There is an issue coming further down the line with SMEs not being able to get funding to take on apprenticeships. He explained that £1.8 billion a year was taken from the levy because the government thought the big employers wouldn't use the levy and this has not been the case
- There is an income target of £7m and at the end of March this stood at £6.73m meaning the College Group will at least achieve and half

## **Recruitment and school liaison**

### **Applications update for 19/20**

Rebecca Conroy reported that numbers have worsened since the last meeting and are significantly below last year's applications. The Committee asked why this was the case. Rebecca Conroy noted that the reputational position of the college would take time to turn around. This is also the lowest year demographically for many years and from next year the student numbers will start to rise.

There is a 'recovery plan' in place with a number of strands in terms of applicant conversion, working with local partners to ensure that every student without a destination between now and September is brought into the College and retaining higher numbers of internally progressing students.

The College is also focussing energies on targeting year 10s to get ahead of the curve for 20/21 recruitment.

It is also putting resource into growth of the adult offer and targeting key sectors, particularly management and health and social care for example.

Dan Shelley reported that last years' data included 170 duplicate applications between Lewes and Eastbourne. He noted that there is a high percentage of applicants to ESCG from the local schools but they are going to Lewes and Hastings rather than Eastbourne. He noted that it will take time to unwind the poor reputation of the Eastbourne campus. The Chair voiced concerns that with fewer student applications would there be a reduction to the curriculum range of offer. Dan Shelley noted that there was not a concern about the budget overall for the curriculum and delivery but the amount expended in Eastbourne would be less.

Huxley Know Macaulay noted that there many things to create confidence around the table. He suggested that the College needs to look at not just improving reputation, but what other providers are doing to raise their game and the College needs to look at a longer term strategy for the most effective delivery.

Rebecca Conroy reported that the College is looking at curriculum changes and the relationship has to be with employers and provide provision that is unique that other providers are unable to offer. A partnership with Wave leisure and Devonshire Park is already in place to provide aspirational learning, to break down reputation and provide routes into work. The College is looking at cornerstone employers, to start to shape and provide something different that is much more dynamic.

Henry Ball asked Huxley Know Macaulay what impact a good Ofsted makes locally. He reported that people do look at it and it is important reputationally and is an indication of the quality of the college for learners. He reported that because of the complex nature of the market there is a need for clarity about the internal market and positioning this College around cornerstone employers. It is important to make sure any potential student has an idea of what the offer is and the guarantees they are going to get. He would like to make sure that when a student asks about the difference between Eastbourne, Lewes and Hastings schools.

Rebecca  
Conroy

### **Curriculum Strategy**

Dan Shelley presented an update on the curriculum strategy titled *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.



	<p><b>Governance Matters</b></p> <p>1. Confirmation of Chair and Vice Chair for 2019-20</p> <p><b>RESOLVED: Joanne Rogers was confirmed as Chair and Henry Ball as Vice Chair of the Eastbourne Local College Board for 2019-20.</b> It was noted that the Vice Chair role be replaced mid year due to Henry Ball's term of office ending.</p> <p>The Chair noted that the items below will go forward to a meeting of the Chairs, Vice Chairs and Principals of the three Local College Boards on the 1 July 2019. Feedback from all members will be called for by the Director of Governance to contribute to discussions.</p> <p>2. Review of terms of reference</p> <p>3. Cycle of Business for 2019-20</p> <p>4. Review of effectiveness</p>	Dir Gov
	<p><b>AOB</b></p> <p>Henry Ball thanked Peggy Hall for Chairing the ELCB and getting it onto its feet. Peggy Hall thanked all committee members for attending the meeting and for their work over the last year and was pleased that the committee was finishing the year on an encouraging note.</p>	

Meeting closed at 17.38