

Public Document Pack

Hastings and St Leonards Local Strategic Partnership

Minutes 14 October 2019

Present:

Clive Galbraith, Chamber of Commerce (outgoing Chair)
Carole Dixon, Education Futures Trust (new Chair)
Steve Mainwaring, Hastings Voluntary Action
Vanessa Biddiss, Optivo
Sean Dennis, Chamber of Commerce
Jim Sharpe, East Sussex College Hastings Campus
Helen Kay, Hastings Opportunity Area
Inspector Olivia Carol, Sussex Police
Councillor Martin Clarke, East Sussex County Council
Richard Watson, Hastings and Rother Clinical Commissioning Group
Tracy Rose, Hastings Community Network
Catherine Orbach, Hastings Community Network
Simon Hubbard, Hastings Borough Council
Catherine Vale
Hugh Sullivan (Press)
Chris Gibbs, Hastings Borough Council (Minutes)

Apologies for absence noted for:

Councillor Peter Chowney, Hastings Borough Council
Dr John Smith, University of Brighton Academies Trust
Julie King, East Sussex Fire and Rescue Service
Bruce Campbell, Department for Work and Pensions
John Shaw, Sea Change

80	<u>MINUTES AND MATTERS ARISING (CHAIR)</u> Clive Galbraith thanked the group and welcomed Carole Dixon to the position of chair. Carole thanked Clive for his hard work and enthusiasm and in particular noted his consistent desire for change and improvement.	
81	<u>DECLARATIONS OF INTEREST</u> None.	
82	<u>MINUTES AND MATTERS ARISING</u> <u>RESOLVED</u> – that the minutes of the meeting held on 15 th April 2019 be approved as a true record.	

Matters arising:

- a) Professor Whitty follow up visit was held last week. It was to help councillors understand what was said and what was done and achieved on the day. Darrell Gale director Public Health had a follow up meeting with Chris Whitty. But he is looking at establishing a county pot of funding which he would like to make available to councillors for research to better understand health needs in deprived Boroughs. Professor Whitty is now Chief Medical Officer for England and it is hoped his visit will be influential in shaping future policy towards public health in coastal towns.
- b) There is a programme of stakeholder meeting groups about the proposed merger of local Clinical Commissioning Groups (CCGs) into a single East Sussex CCG. It is expected it will come in to effect on the 1st April next year if agreed.
- c) Work on the coastal prospectus for the LEP is proceeding in parallel with the South East LEPs development of a Local Industrial Strategy (LIS). There is now cross-over in the employment of consultants between the 2 work streams which may be beneficial.
- d) No further news on Hastings Pier other than the owner is apparently putting his hotels in Eastbourne on the market and committing to the future of the 2 Piers.

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EDUCATION AND SCHOOL EXAM RESULTS

(Helen Kay, Programme Director, Hastings Opportunity Area)

Members asked questions arising from the key stage 2 part of the presentation:

Question: What is the definition of a disadvantaged child as referred to in the presentation?

Answer: A child in receipt of Child Premium

Question: How are disadvantaged children doing?

Answer: This is demonstrated in the first couple of slides (attached to minutes).

Question: Are any schools in particular not doing so well?

Answer: Baird school just received a good OFSTED rating so we had high expectations, it did not do as well as we hoped

It was noted that Hastings schools are performing above the national average at key stage 2, the question is how to keep hold of the progress

from KS2 and translate it to key stages 3 and 4. ARK have made great progress this year and St Leonards is making good progress too, even though it isn't at its 2017 levels.

Performance across secondary schools is improving however there is still progress to be made in maths. There is new leadership in place across these schools.

Helen informed the group that the data in the presentation is provisional and not yet validated so there may be some change in the future.

Question: Are there figures to show comparisons against other opportunity areas?

Answer: No as Hastings is the only area with this data

Question: Should we be looking at students who require additional support needs?

Answer: This hasn't been done yet but would be a good idea.

Helen commented that the academy trusts are doing a lot of good work. The opportunity area is doing more work at primary level to prevent exclusions and the numbers of school movers should start to come down.

The group asked for the results to be shared when they are validated.

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EAST SUSSEX COLLEGE - EXAM RESULTS TITLE TBC

(Jim Sharpe, Principal at East Sussex College Hastings Campus)

Jim informed the group that the results are un-validated so there may be some change in the final results. This is the first full school year post merger and we are pleased with performance.

The new 2 year A-Levels are much harder and there is a much higher retention from first year to second. Hastings Campus is performing a pilot for the new T-Levels.

Members asked questions:

Question: Is there a specific reason for the drop in English results?

Answer: There has been a change in specification so instead of it being on a seen text it is now on an unseen one so it is much harder. The college has also struggled to retain good quality English teachers.

Question: You mentioned less mental health support being available, why is this?

Answer: There is less funding available to support the posts in the college to help with mental health issues.

Question: Is the amount of pupils needing to retake GCSE's more or less than last year?

Answer: It is broadly the same; however the cohorts are getting bigger. 1500 students a year do maths and English retakes.

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THE FIRS - DEVELOPING AN ASSET WITHIN THE COMMUNITY

(Carole Dixon, Chief Executive Education Futures Trust)

Education Futures Trust took on the Firs which was a derelict site built on top of a landfill. Volunteers have since been working really hard on clearing and improving the site. The last 2 years have been really constructive and have developed a plan with large community input. People have contributed what they want to see in the final outcome.

The area is across two wards – Baird, which is in the bottom 1% for deprivation, and St Helens which is (relatively) affluent. The community will have access 24/7 and there will be gyms and table tennis tables. There are concerns around vandalism and dog fouling.

The site is attractive to young people who can use the facilities in their own time. There is a Multi Use General Area (MUGA), a five a side pitch and a baseball pitch. This pitch is used by the South Coast Pirates who recently won their league and went on to play in the semi-final nationally. Volunteers teach stool ball to young people as it is a Sussex sport.

The educational provision is really crucial to this site. Students with challenging behaviour or ones that do not work well at schools and ones at risk of crime use the site.

There has been an opening event attended by 220 local people. They played, made models and painted. Most people came from Malvern Way with their buggies. A new project called secret garden has just started, it attracted £10k and there is now a garden with storyteller areas this is a testament to what can be done. There have been loads of community donations and we are currently looking at CHART funding.

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HASTINGS OPPORTUNITY AREA - DELIVERY UPDATE

(Helen Kay, Programme Director, Hastings Opportunity Area)

Members asked questions about the presentation:

Question: What is going to happen next with funding potentially ending in 2020?

Answer: It is dependent on the political situation. The opportunity area may continue with reduced funding next year. The more progress and impact that

can be demonstrated the more likely that there will be a successor programme.

It was suggested a working group be set up to look at building on the progress of the opportunity area.

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THE TOWN FUND

(Simon Hubbard, Director of Corporate Services, Hastings Borough Council)

Simon commented that although there has been lots of publicity around the money arriving, the question is how is this going to be set up. Hastings Borough Council has heard from Central Government that there will be a prospectus in the future. Simon said he is not sure what it is for yet. Local authorities are looking at working in a regional context. As soon as Hastings Borough Council knows more, then they will inform partners and convene the partnership discussion.

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BREXIT UPDATE

(Simon Hubbard, Director of Corporate Services, Hastings Borough Council)

The following observations were made:

- Regional structures are in place covering a range of transport, order, supply and community elements. HBC feeds into both national structures via East Sussex County Council (ESCC) and into Sussex Resilience Forum.
- Assistance and liaison has been organised with the Food Bank to help ensure supplies if there is a hard exit.
- Environmental Health now authorised to issue food export health certificates – a particular issue for the fishing fleet.
- If a hard or rapid exit looks likely additional monitoring staff will be put in place over the holiday period
- There was a general concern about cover over Christmas if this becomes an emergency over this period.
- Fortunately there was no evidence of a local spike in hate crime, but the police were monitoring this.
- Businesses were encouraged to check out this growth hub and LOCATE websites for information

Members were urged to report any concerns regarding hate crime, potential

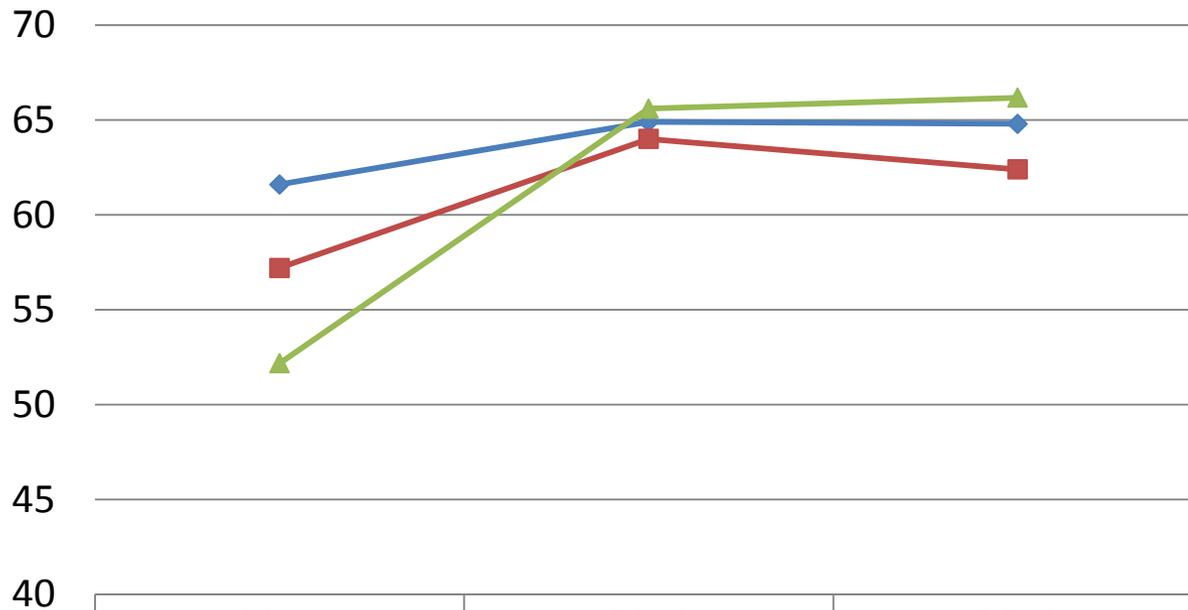
	protests or disorder and feedback via 101.	
<u>89</u>	<u>NEXT MEETING DATE</u> 27 th January 2020 - Agreed	

HOA - Data Slides: KS2

Overarching HOA – KS2 provisional results

Hastings Opportunity Area – Key Stage 2 Provisional results

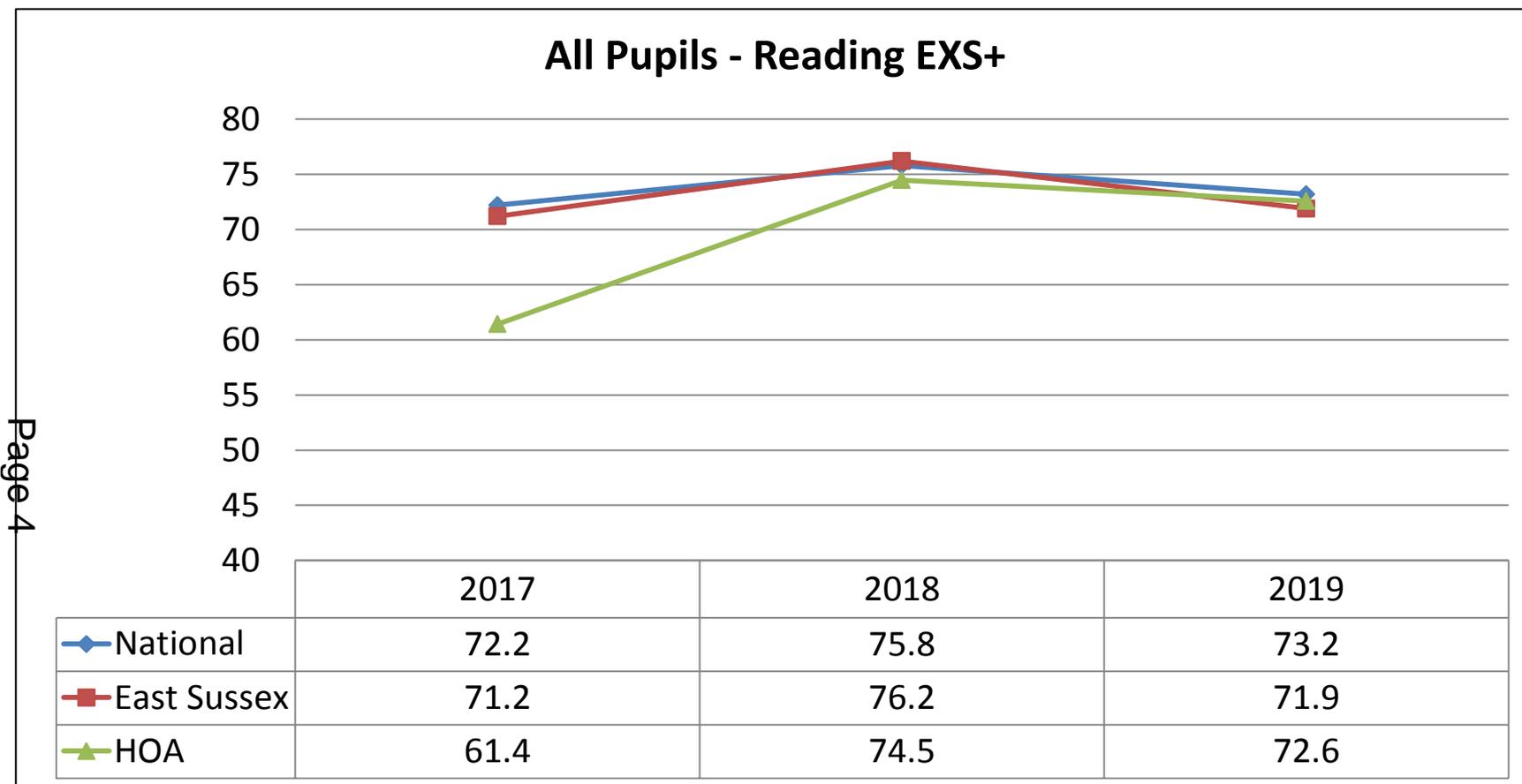
All Pupils - RWM EXS+



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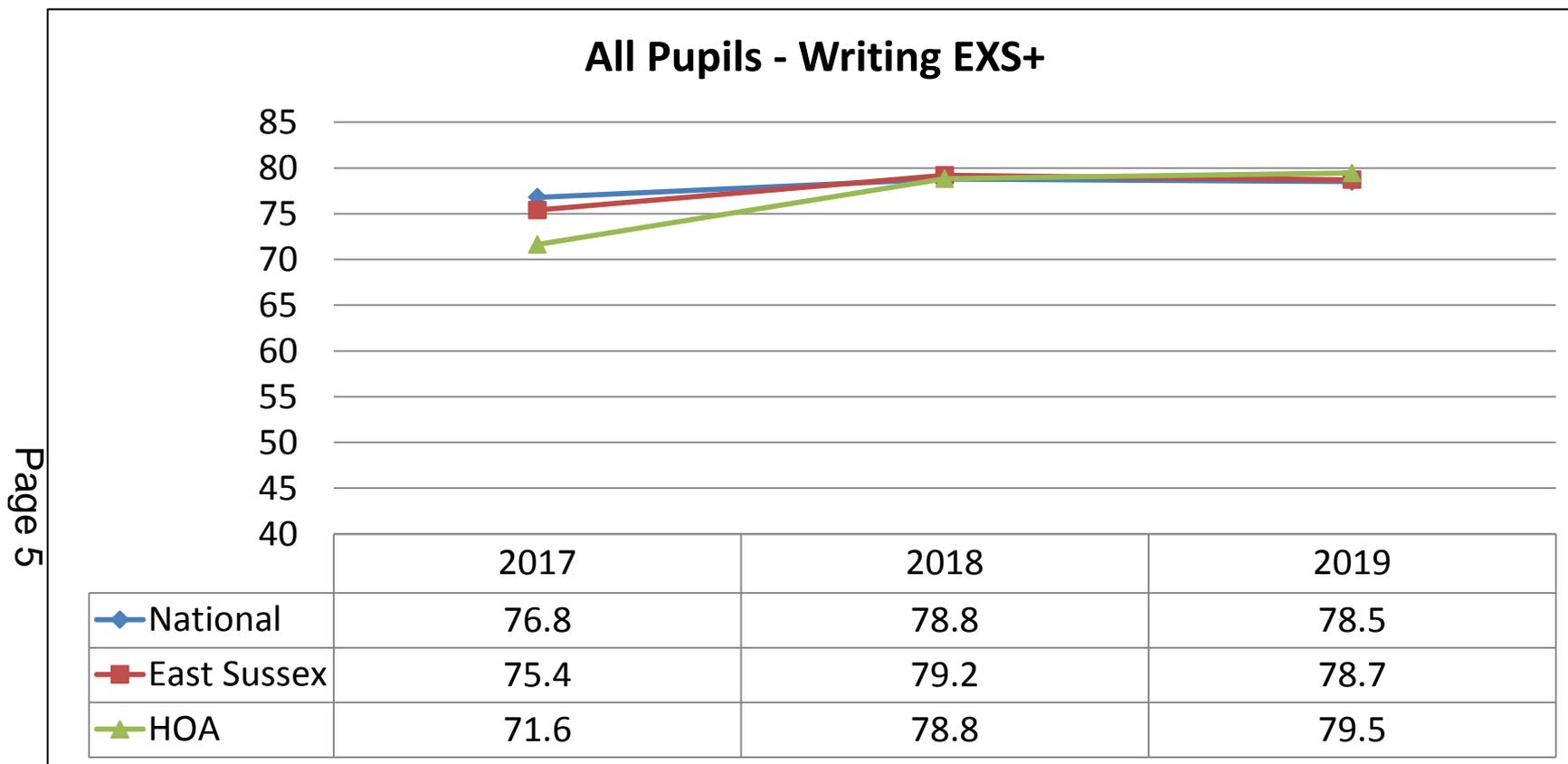
66.2% of Hastings pupils at KS2 achieved the expected standard for Reading Writing and Maths. This represents a **0.6 pp increase** on an already significant improvement in 2018 (65.6% from 52.2% in 2017) and places Hastings schools **above the national average** by 1.4pp.

Hastings Opportunity Area – Key Stage 2 Provisional results



Reading: **72.6%** of Hastings pupils achieved expected standard in reading – a **decrease of 0.9% pp** from the previous years of 74.5% (where there had been a significant increase from the previous year of 13.1%). Nationally there was a fall of 2.6pp this year. Hastings pupils are therefore **0.6pp below the national average** this year.

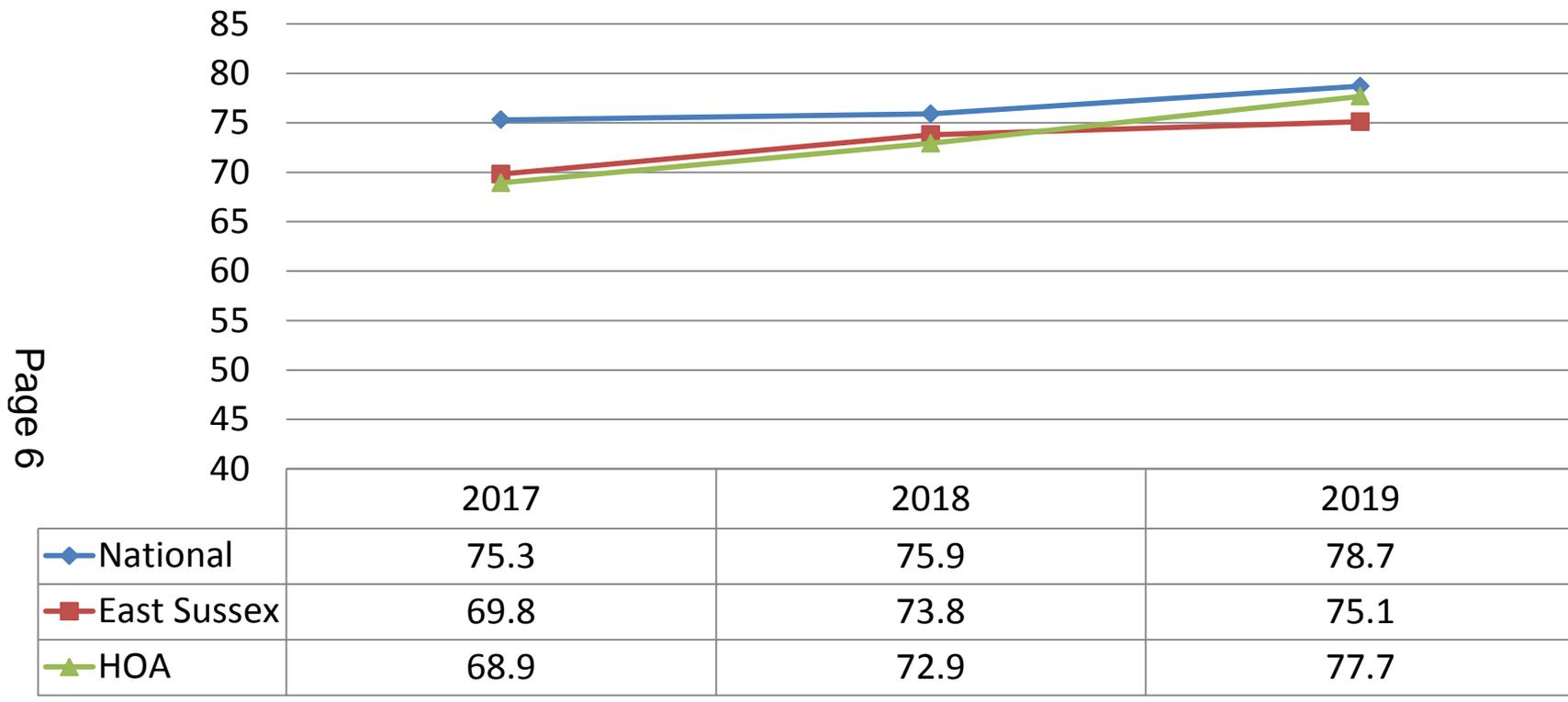
Hastings Opportunity Area – Key Stage 2 Provisional results



Writing: **79.5%** of Hastings pupils achieved expected standard in writing – a **0.7% increase** from the previous year, where there was again a significant increase from 2017 of 7.2%. There was a **national decrease of 0.3pp** in writing, and an **East Sussex decrease of 0.5pp**. Hastings pupils are **1.0pp above the national average**

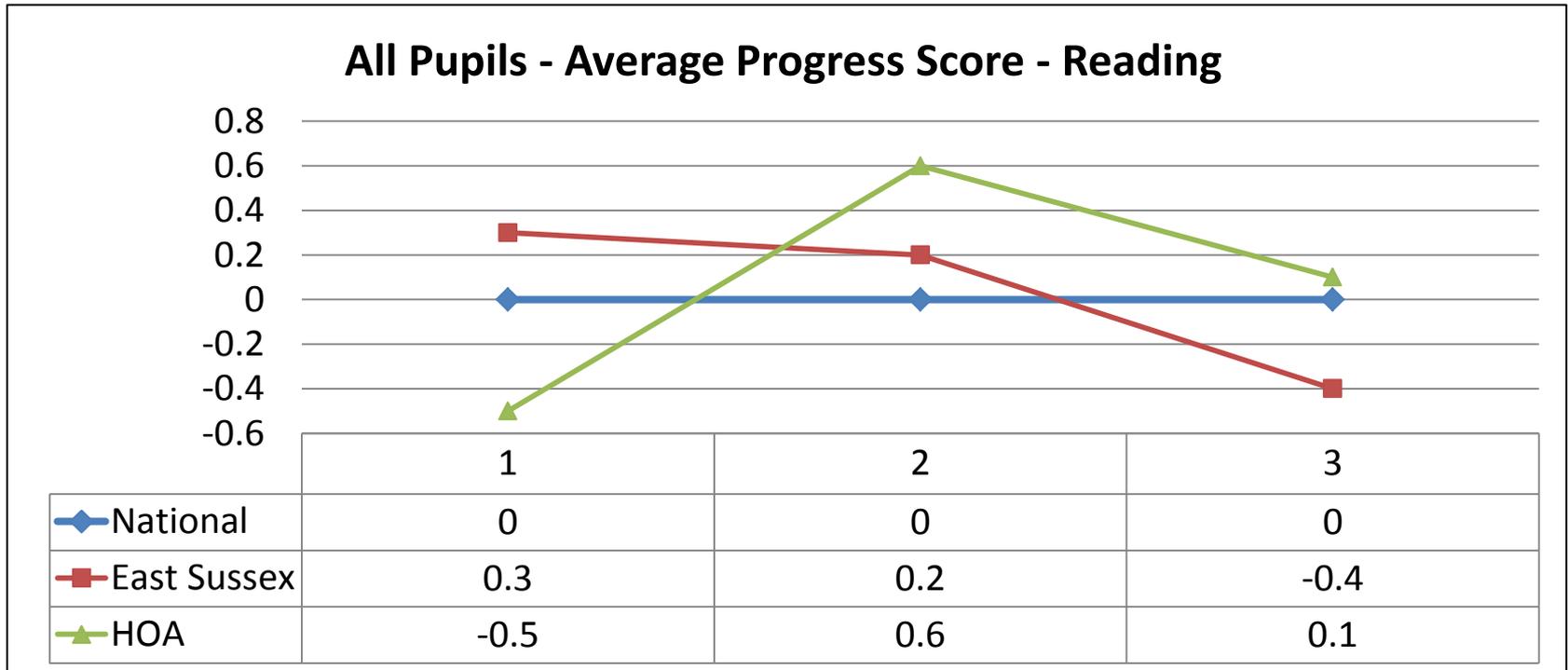
Hastings Opportunity Area – Key Stage 2 Provisional results

All Pupils - Maths EXS+



Maths: **77.7%** of Hastings pupils achieved expected standard in Maths, a further **4.8% increase** since 2018 (where there was again a significant increase from 2017 of 4%). There was a national increase this year in Maths of 2.8%, placing Hastings pupils 1.0pp **below the national average**.

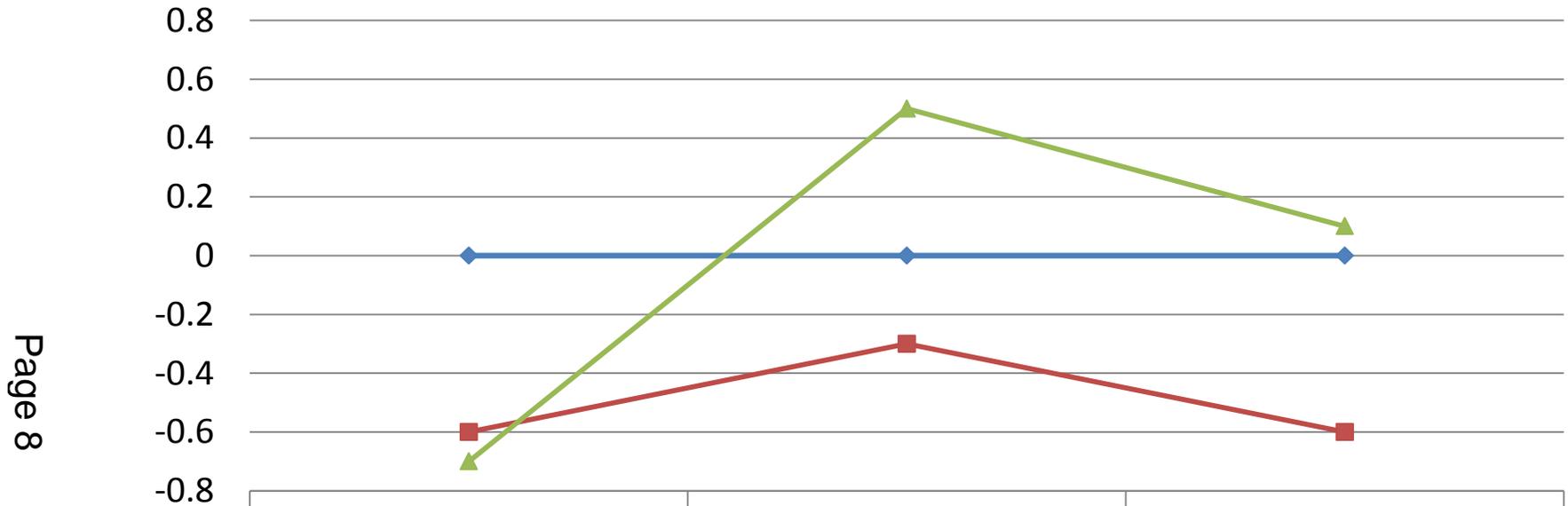
Hastings Opportunity Area – Key Stage 2 Provisional results



National progress scores from 2017-2019 across reading, writing and maths remains largely static. However in Hastings whilst there was a significant increase in 2017-2018 in reading, writing and maths (11pp in reading, 12pp in writing and 8 pp in maths) there has been a significant decrease in average progress scores this year in all 3 areas (0.5 in reading, 0.4 in writing and 0.8 pp in maths). HOA is however above the national average of 0.1 and 0.5 above the East Sussex average.

Hastings Opportunity Area – Key Stage 2 Provisional results

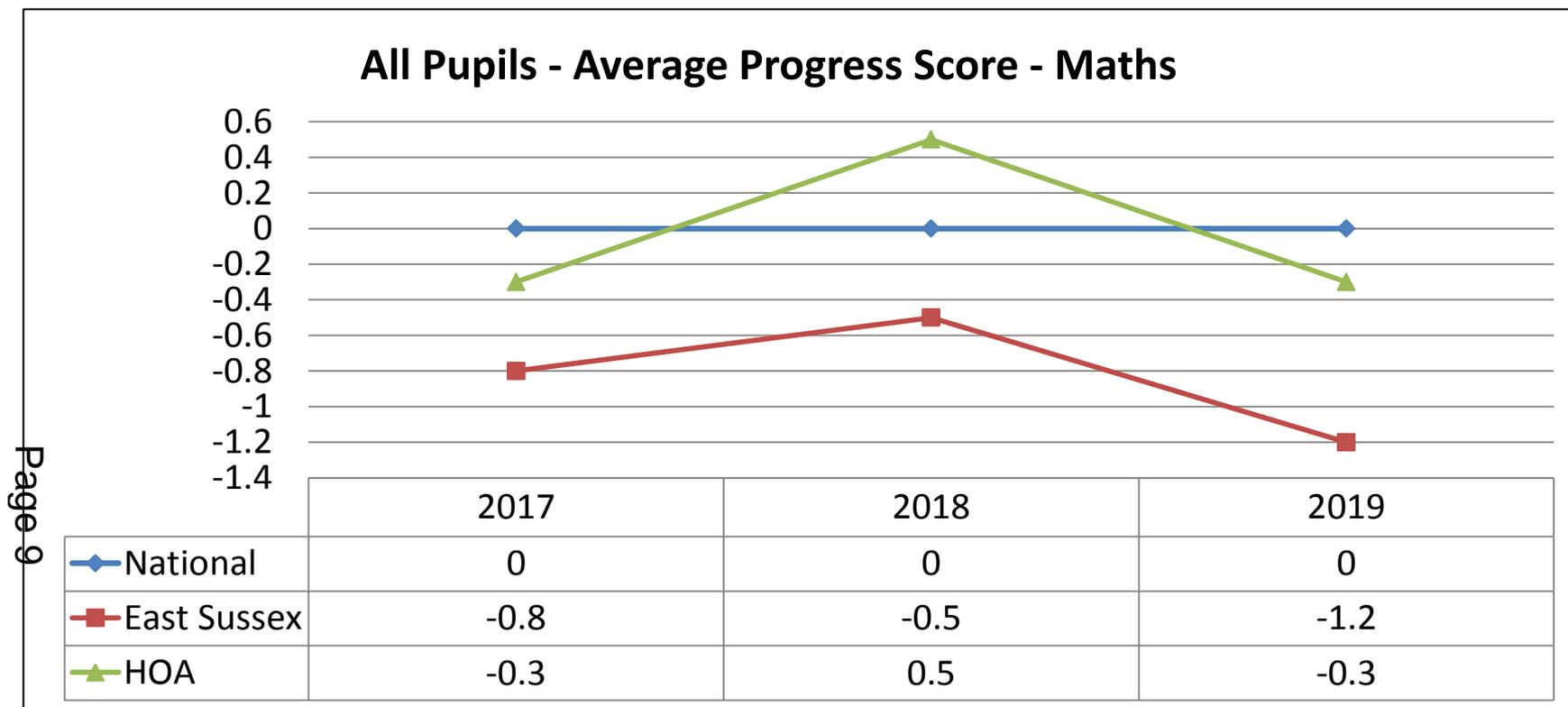
All Pupils - Average Progress Score - Writing



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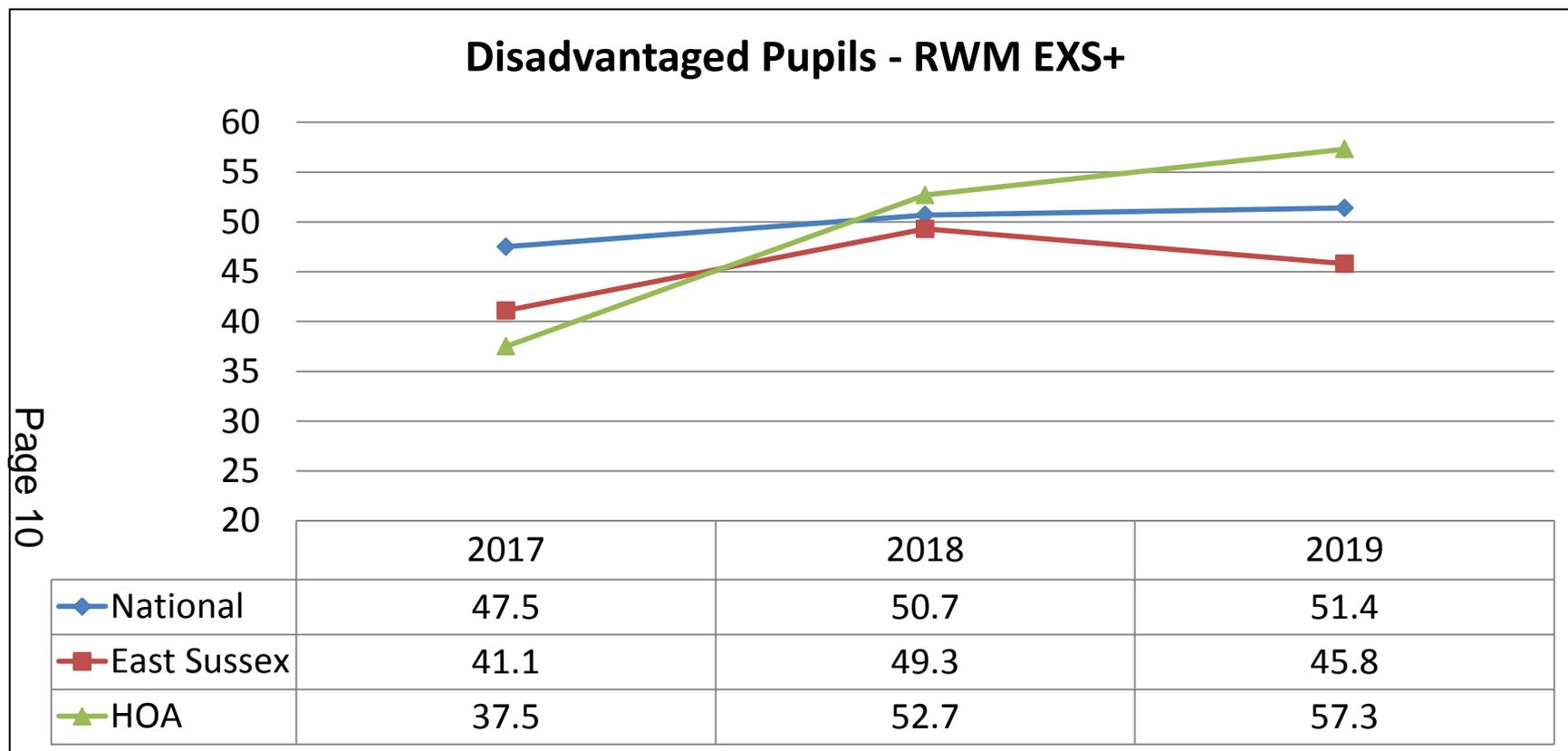
Average progress scores for HOA in writing have fallen by 0.4 points. East Sussex average scores have fallen by 0.3 points. Hastings schools are 0.1 above the national average and 0.7pp above the East Sussex average.

Hastings Opportunity Area – Key Stage 2 Provisional results



In Maths, average progress scores for HOA have fallen by 0.8 points. East Sussex average scores have fallen by 0.7 points. Hastings schools are 0.3 below the national average but 0.9 pp above the East Sussex average.

Hastings Opportunity Area – Key Stage 2 Provisional results

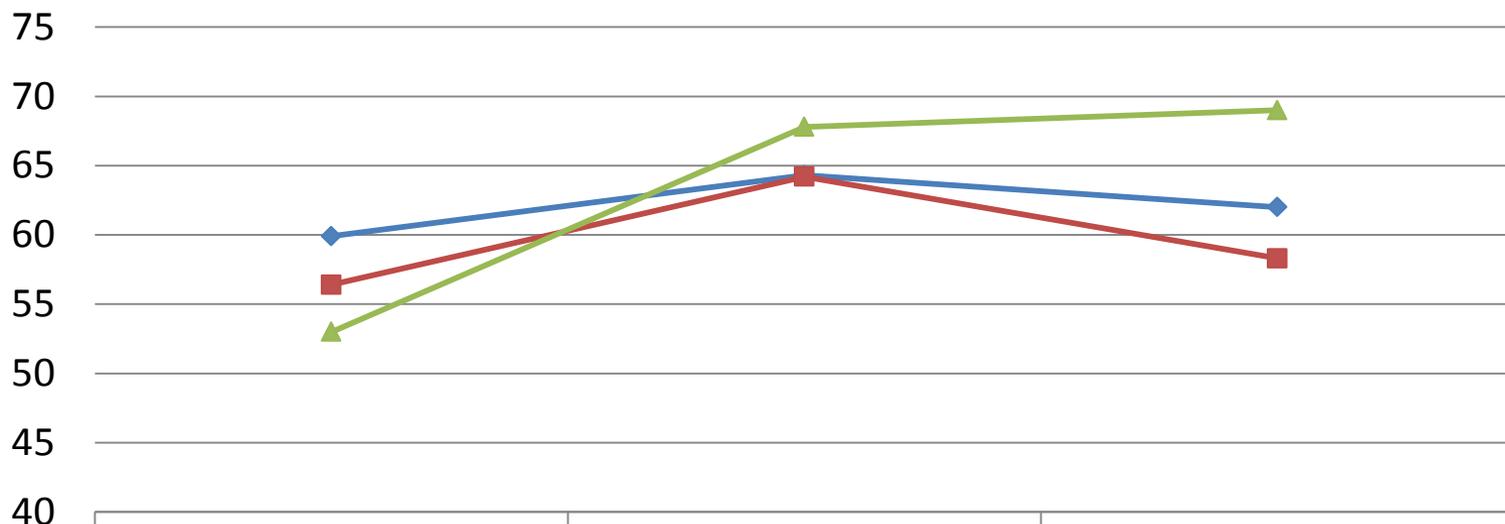


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The significant progress made in reading, writing and maths for disadvantaged pupils in 2017-18 of 15.2pp has been maintained this year, albeit at the much lower level of **4.6pp** (from 52.7pp in 2018 to 57.3pp in 2019). **HOA schools are above the national average by 5.9pp.**

Hastings Opportunity Area – Key Stage 2 Provisional results

Disadvantaged Pupils - Reading EXS+



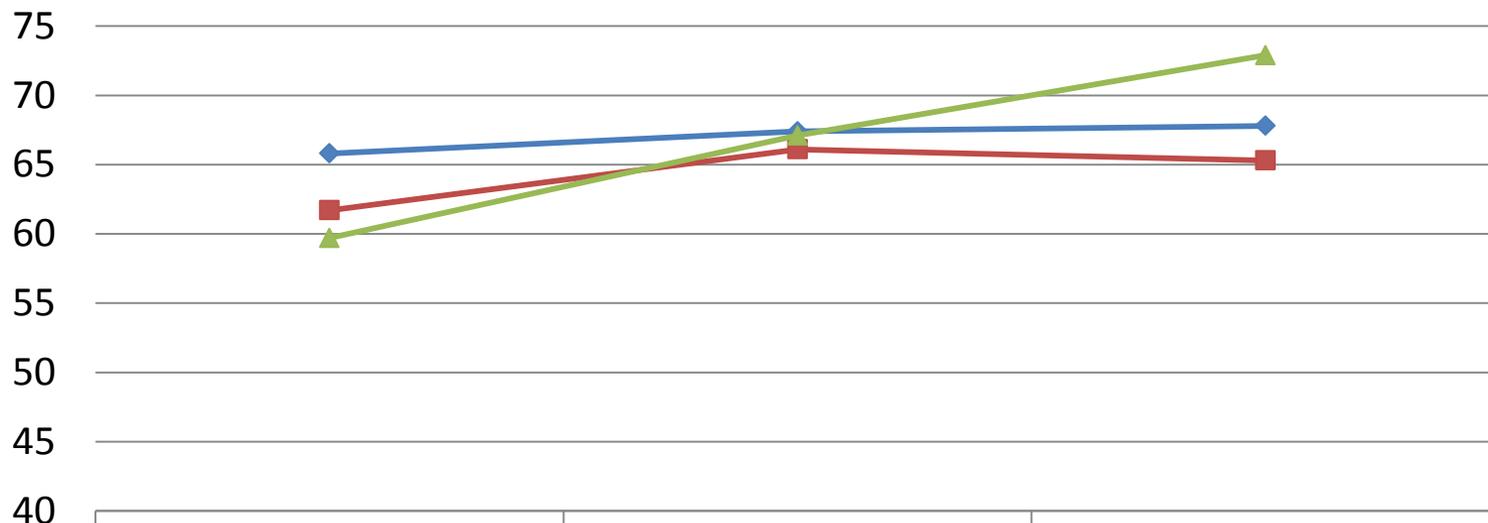
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	2017	2018	2019
◆ National	59.9	64.3	62.0
■ East Sussex	56.4	64.2	58.3
▲ HOA	53.0	67.8	69.0

Progress in reading for disadvantaged pupils, has been maintained at 1.2pp (67.8pp in 2018 to 69pp in 2019). National average decreased by 2.3pp and East Sussex decreased by 5.9pp. HOA is above the national average by 7.0pp and above the East Sussex Average by 10.7pp.

Hastings Opportunity Area – Key Stage 2 Provisional results

Disadvantaged Pupils - Writing EXS+



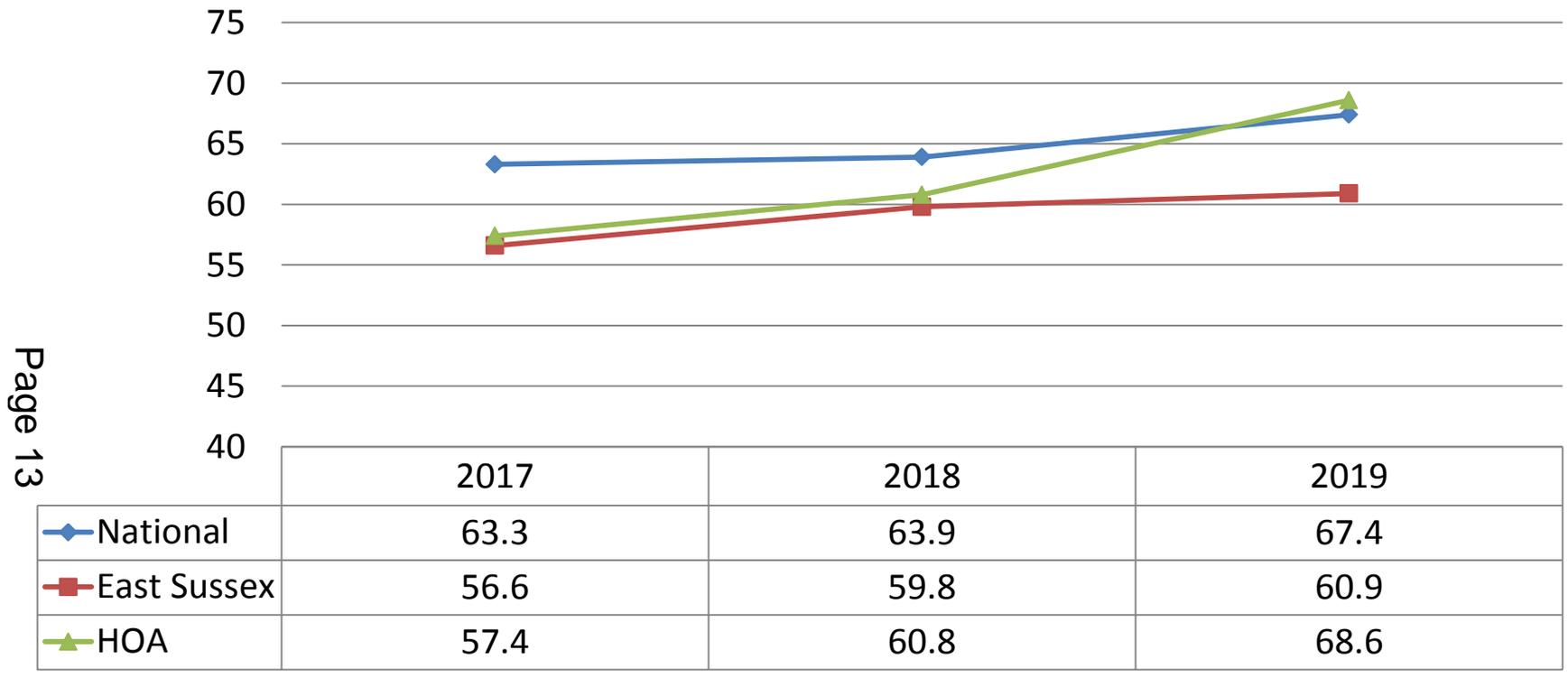
Page 12

	2017	2018	2019
◆ National	65.8	67.4	67.8
■ East Sussex	61.7	66.1	65.3
▲ HOA	59.7	67.1	72.9

Progress in writing for disadvantaged children has increased by 5.8pp. The national average increased by 0.4pp and East Sussex decreased by 0.8pp. HOA is above the national average by 5.1pp and 7.6 pp above the East Sussex Average.

Hastings Opportunity Area – Key Stage 2 Provisional results

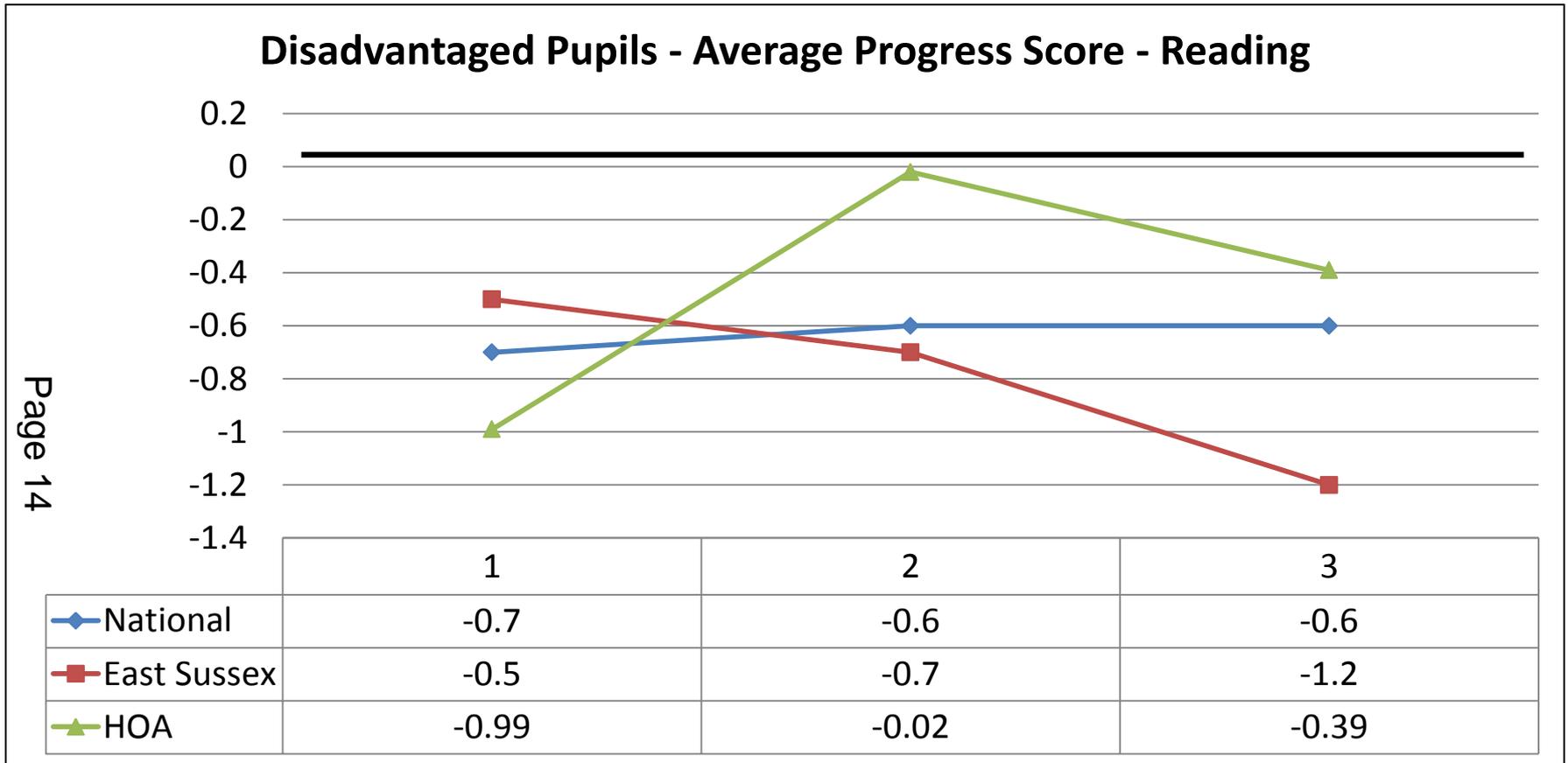
Disadvantaged Pupils - Maths EXS+



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Progress in maths for disadvantaged children has increased by 7.8pp. The national average increased by 3.5 pp and East Sussex increased by 1.1pp. HOA is above the national average by 1.2 pp and 7.7 pp above the East Sussex Average.

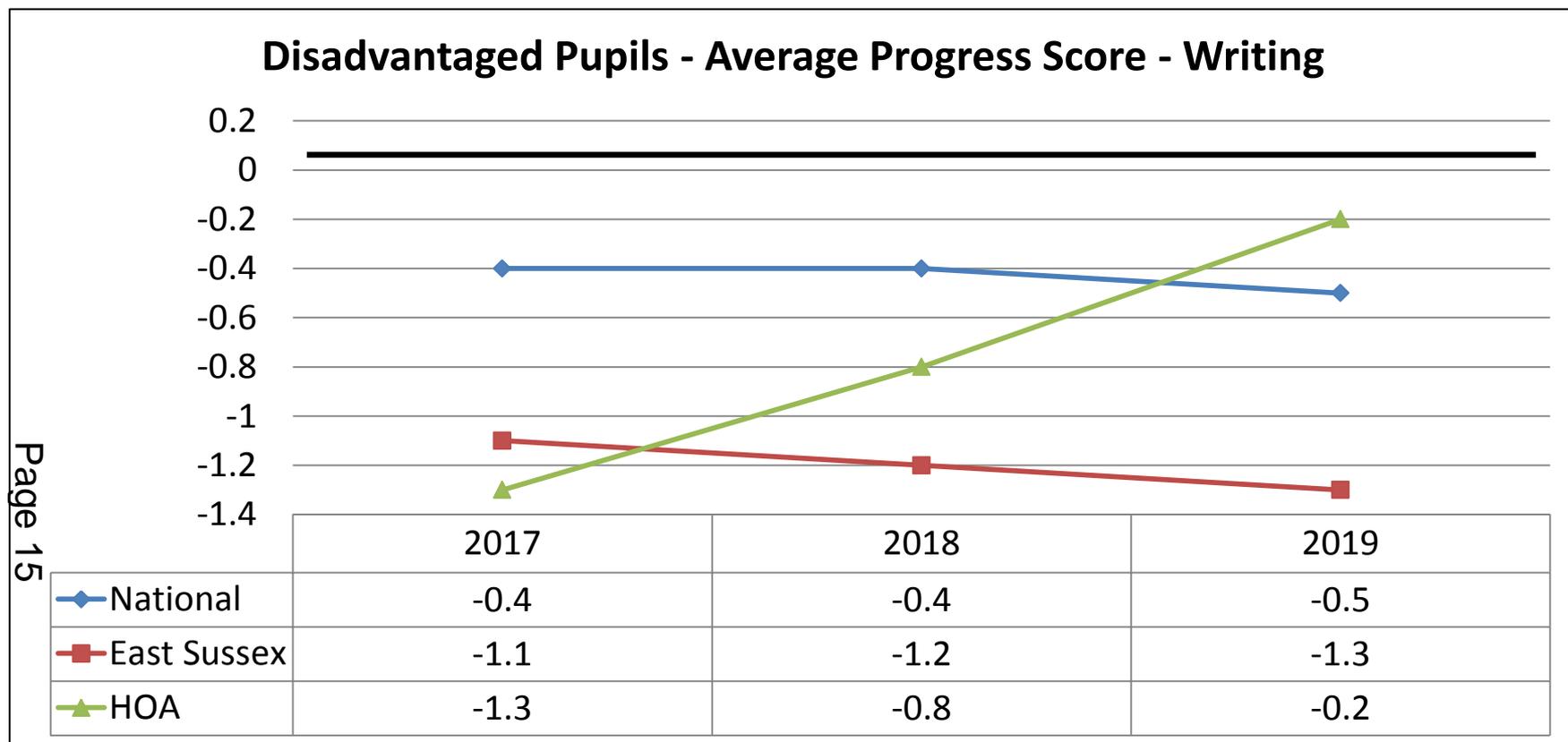
Hastings Opportunity Area – Key Stage 2 Provisional results



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There has been a fall of 0.37 points in average progress scores in reading for Disadvantaged pupils in Hastings. The national scores remained at -0.6 and Sussex pupils had a fall of 0.5 points. HOA is 0.21 points above the national Average and 0.81 points above East Sussex average.

Hastings Opportunity Area – Key Stage 2 Provisional results

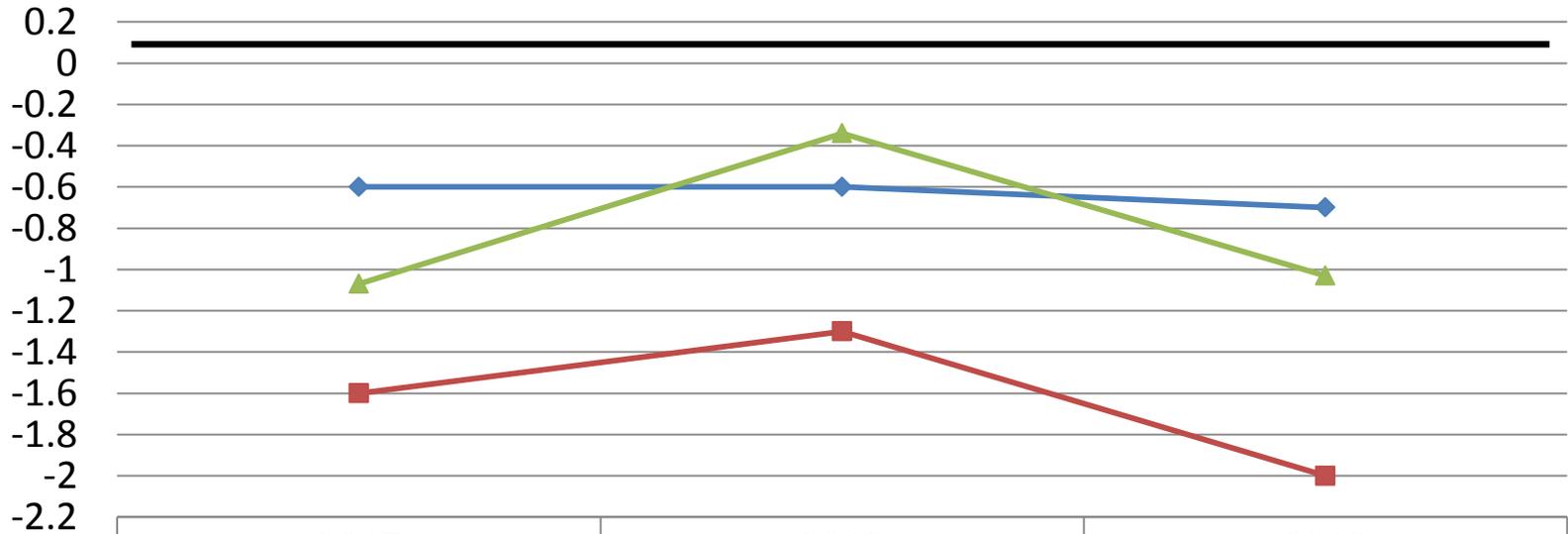


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There has been an increase of 0.6 points in average progress scores for writing disadvantaged pupils in Hastings. There was a fall of 0.1 for national scores and a fall of 0.1 points for East Sussex. HOA is 0.3 points above the national average and 1.1 points above the East Sussex average.

Hastings Opportunity Area – Key Stage 2 Provisional results

Disadvantaged Pupils - Average Progress Score - Maths



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◆ National

■ East Sussex

▲ HOA

2017

2018

2019

-0.6

-0.6

-0.7

-1.6

-1.3

-2.0

-1.07

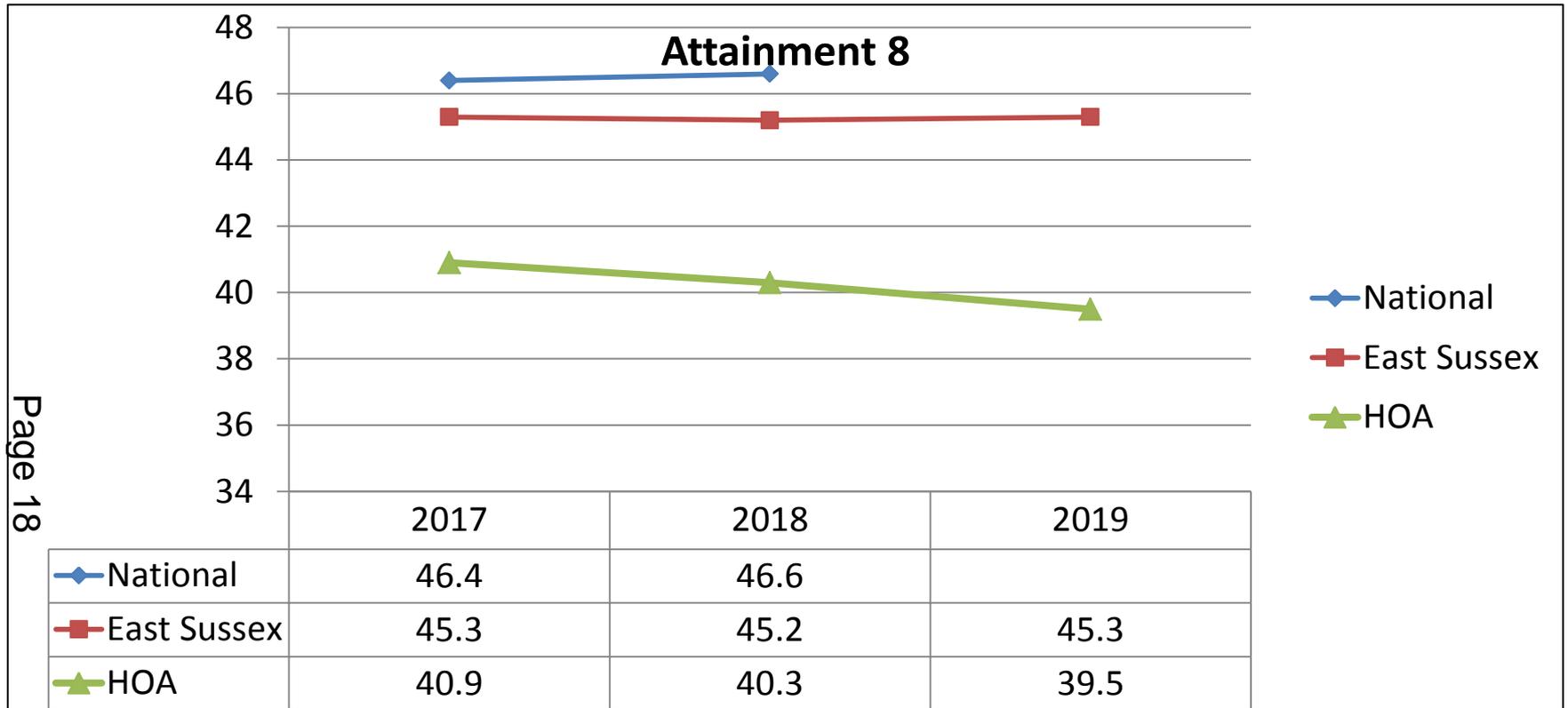
-0.34

-1.03

There has been decrease of 0.68 points in average progress scores in maths for disadvantaged pupils in Hastings. There was a national fall of 0.7 points. HOA is 0.33 points below the national average but 0.97 points above the East Sussex average.

Provisional results Key Stage 4 data

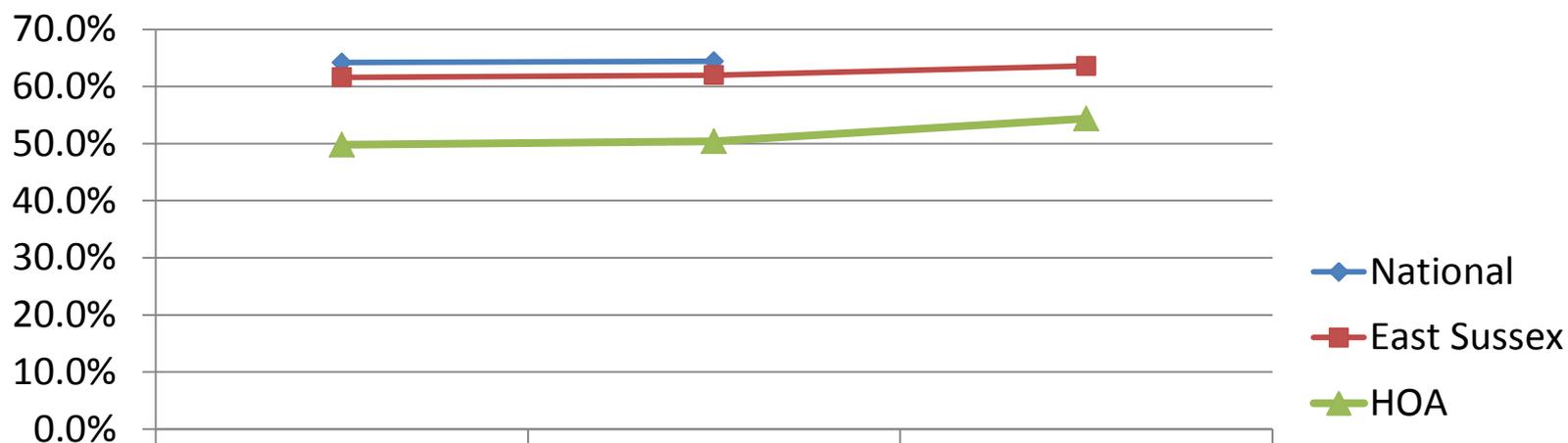
Hastings Opportunity Area – Key Stage 4 Provisional results



There has been a decrease of 0.8 points in the attainment 8 progress scores for HOA schools, in comparison to an increase of 0.1 points for East Sussex schools

Hastings Opportunity Area – Key Stage 4 Provisional results

Percentage of pupils achieving 9-4 at GCSE in English and Mathematics Combined



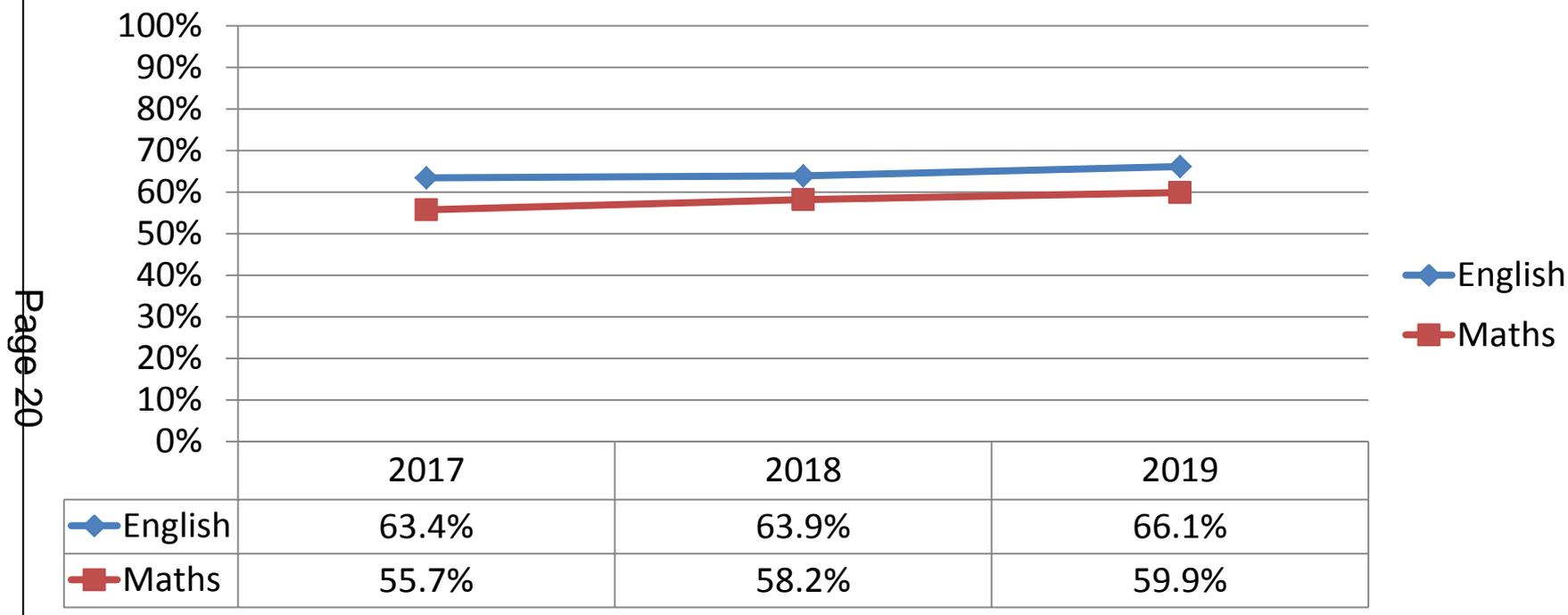
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	2017	2018	2019
◆ National	64.2%	64.4%	
■ East Sussex	61.6%	62.0%	63.6%
▲ HOA	49.8%	50.4%	54.4%

There has been an increase of 4.0 pp for HOA schools in the percentage of pupils gaining grades 9-4 in English and Maths combined, in comparison to an East Sussex average increase of 1.6pp.

Hastings Opportunity Area – Key Stage 4 Provisional results

HOA schools only - KS4 % achieving English and Maths 9-4 2019 (Ebacc subject area)

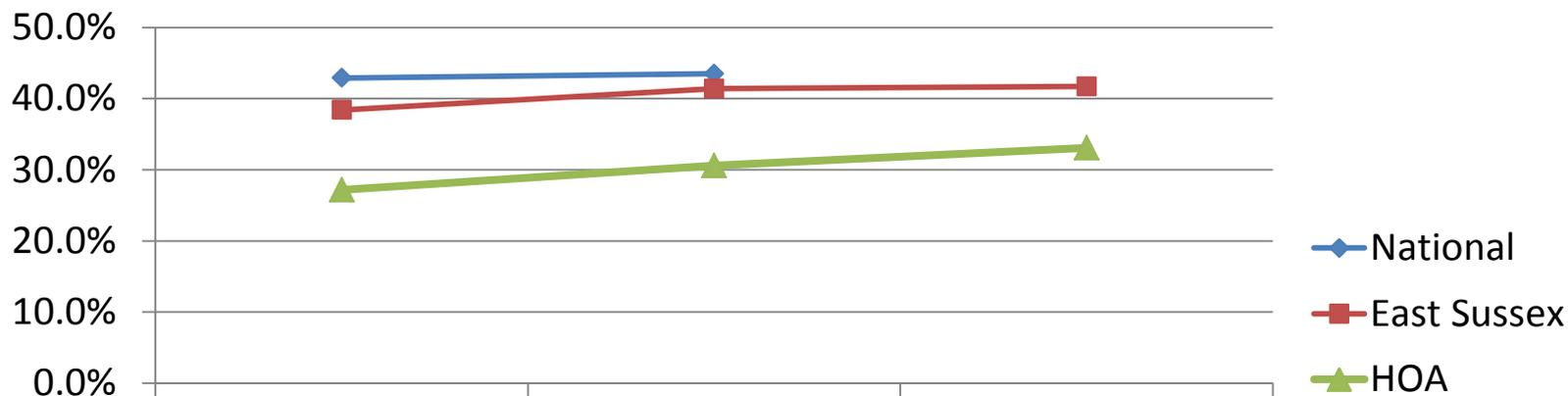


English: 66% of pupils in Hastings schools gained grades 9-4 in English, an increase of 2.2pp. In East Sussex – 74.8% of pupils gained grades 9-4, an increase of 1.3pp.

Maths: 59.9% of pupils in Hastings schools gained grades 9-4 in Maths, an increase of 1.7pp. In East Sussex, 69.6% of pupils gained grades 9-4, an increase of 1.9pp.

Hastings Opportunity Area – Key Stage 4 Provisional results

Percentage of pupils achieving 9-5 at GCSE in English and Mathematics combined



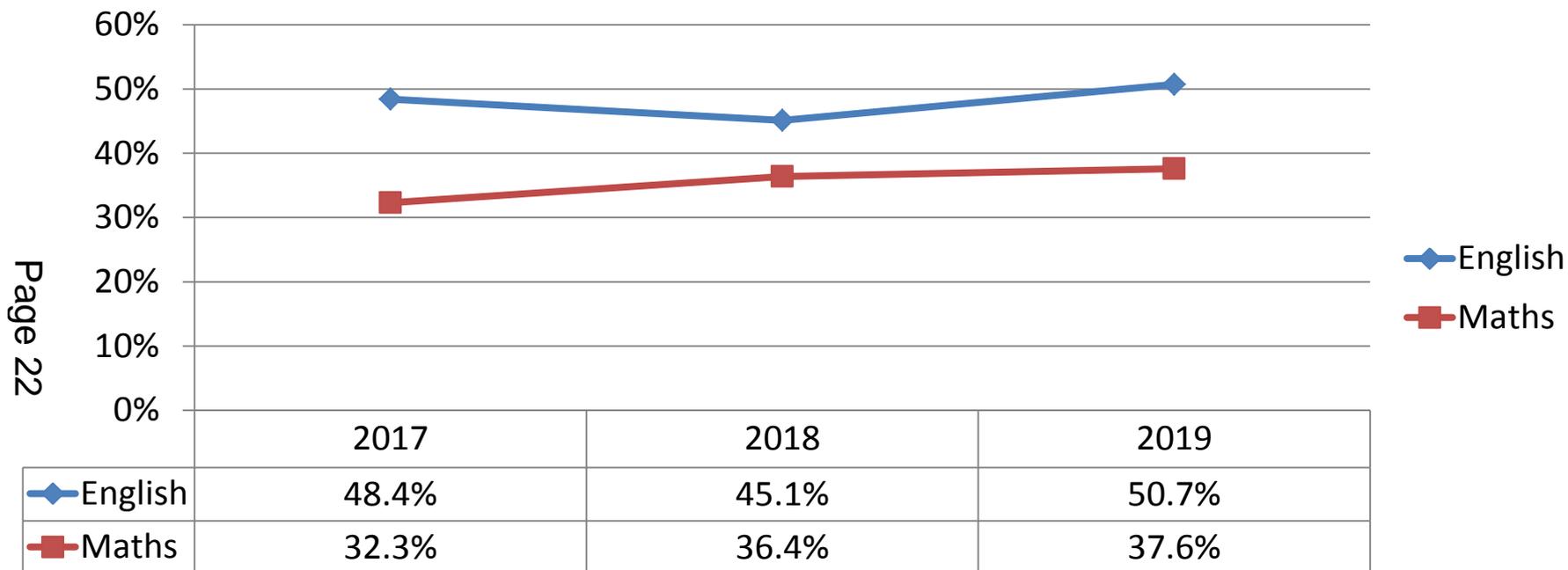
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	2017	2018	2019
◆ National	42.9%	43.5%	
■ East Sussex	38.4%	41.4%	41.7%
▲ HOA	27.2%	30.6%	33.1%

There has been an increase of 2.5 pp for HOA schools in the percentage of pupils gaining grades 9-5 English and Maths combined, in comparison to an East Sussex average increase of 0.3pp.

Hastings Opportunity Area – Key Stage 4 Provisional results

HOA schools only - KS4 % achieving English and Maths 9-5 2019 (Ebacc subject area)

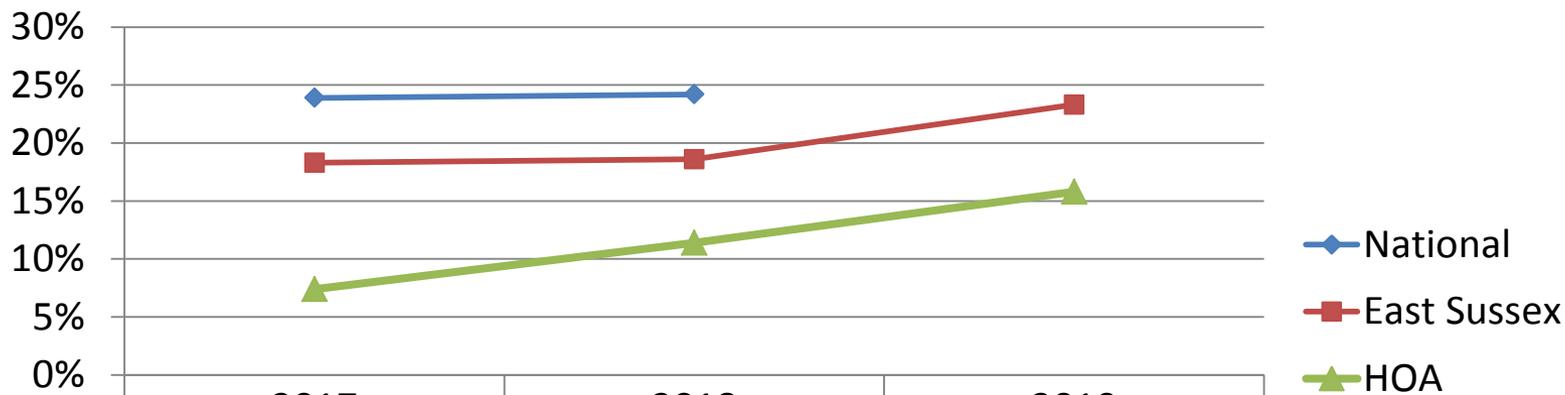


English: 50.7% % of pupils in Hastings schools gained grades 9-5 in English, an increase of 5.6pp. In East Sussex – 59.9% % of pupils gained grades 9-5, an increase of 1.1pp.

Maths: 37.6% % of pupils in Hastings schools gained grades 9-5 in Maths, an increase of 1.2pp. In East Sussex, 47.2% of pupils gained grades 9-5, an increase of 0.1 pp.

Hastings Opportunity Area – Key Stage 4 Provisional results

Percentage of pupils achieving 9-4 at GCSE in the Ebaccalaureate subjects



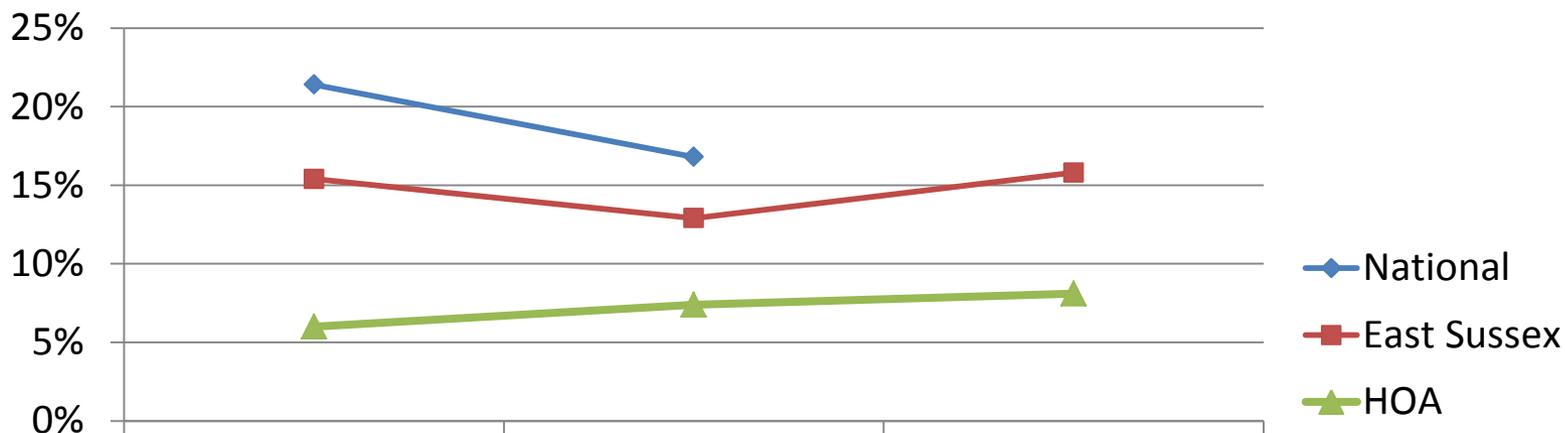
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◆ National	23.9%	24.2%	
■ East Sussex	18.3%	18.6%	23.3%
▲ HOA	7.4%	11.4%	15.8%

There has been an increase of 4.4 pp for HOA schools in the percentage of pupils gaining grades 9-4 in the Ebacc subjects, in comparison to an East Sussex average increase of 4.7 pp.

Hastings Opportunity Area – Key Stage 4 Provisional results

Percentage of pupils achieving 9-5 at GCSE in the Ebaccalaureate subjects



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	2017	2018	2019
◆ National	21.4%	16.8%	
■ East Sussex	15.4%	12.9%	15.8%
▲ HOA	6.0%	7.4%	8.1%

There has been an increase of 0.7 pp for HOA schools in the percentage of pupils gaining grades 9-5 in the Ebacc subjects, in comparison to an East Sussex average increase of 2.9 pp.

UPDATE ON COLLEGE PROVISION

Inc. Outcomes for Students

Academic Year 2018/19





Headline Outcomes Academic Year 17/18*

All Enrolments

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All Outcomes for learners (classroom/WBL/partners)	Achievement 18/19	National Rate**	18/19 vs NR
Overall (inc. E&M)	87.8%	84.9%	+2.9%
Overall (exc. E&M)	90.3%	88.4%	+1.9%
16-18 overall (inc. E&M)	82.2%	80.0%	+2.2%
16-18 overall (exc. E&M)	88.8%	84.9%	+3.9%
19+ (inc. E&M)	91.5%	88.0%	+3.5%
19+ (exc. E&M)	91.2%	90.4%	+0.8%

* *Unvalidated*

**17/18



Outcomes By Qualification Type

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Outcomes for learners (all exc. Acquire)	Achievement/Pass Rate 18/19	National Rate	18/19 vs NR
A level (Year 2)	81.1% (94%)	84.8% (97%)	-3.7%
Vocational	91.3%	85.9%	5.4%
Functional Skills E&M*	85.5%	78.0%	7.5%
GCSE Maths 4 to 9*	40%	31%	+9.0
GCSE English 4 to 9*	27%	30%	-3.0%
External Partners	90.9%	86.3%	+4.6%

*retake students (condition of funding)



Ofsted & The FE Commissioner

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1. Monitoring visit – Ofsted November 2018 & FE Commissioner March 2019
2. New Education Inspection Framework – Change of focus
3. All merged Colleges are inspected within 3 years of merger
4. Inspection is prioritised on a “level of risk” basis
5. Whole group inspection

Education Futures Trust

Strategic Implementation Plan: The Firs

Contact for further enquiries

Carole Dixon
Chief Executive

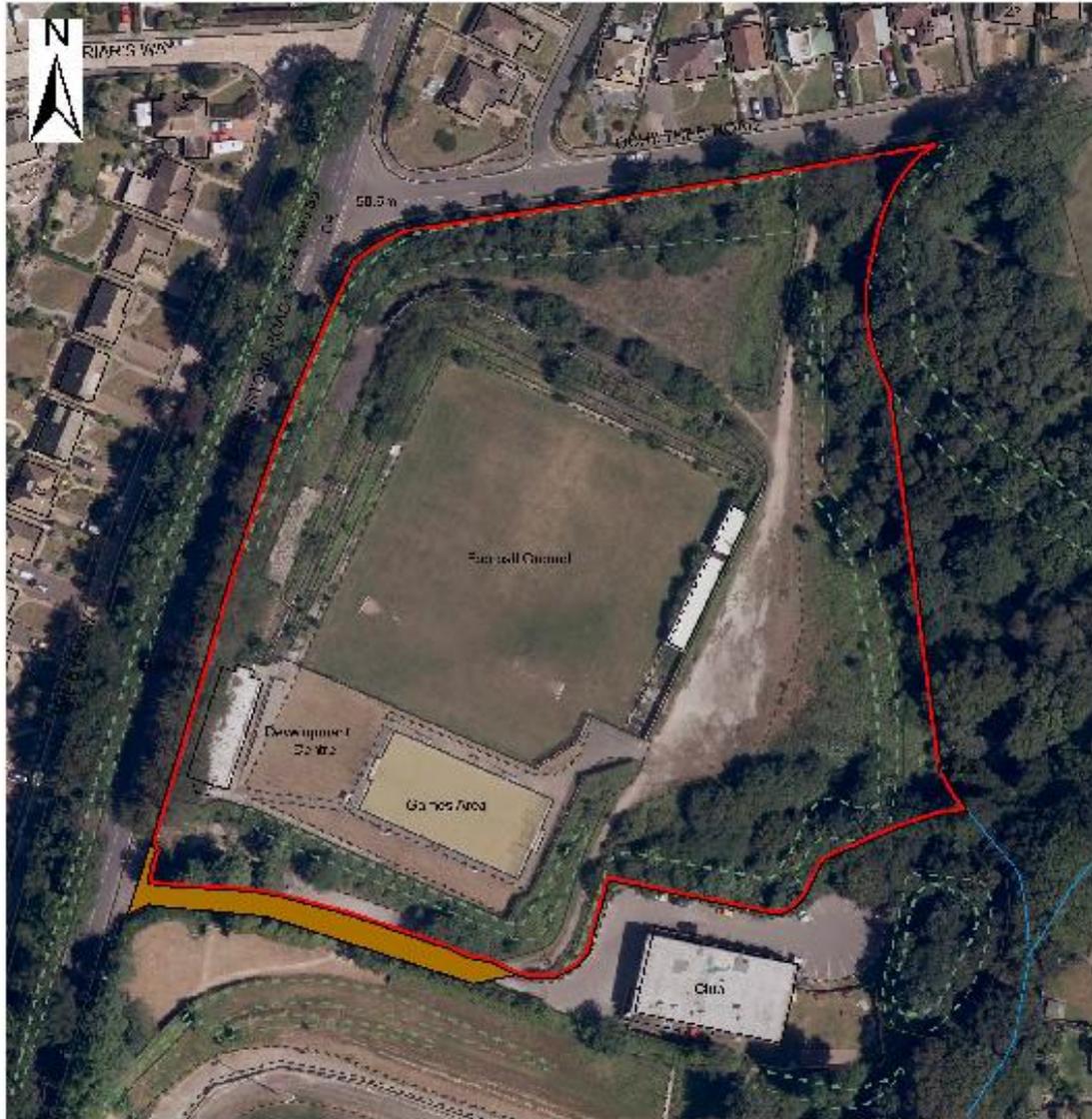
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E-mail carole@educationfuturestrust.org
Website www.educationfuturestrust.org

Charity Number: 1146171
Company Number: 7852922

Our children. Our families. Our community.

Registered Charity Number: 1146171 Company Number: 7852922
Patron: Baroness Jean Scott OBE



The Hirs
Elphinstone Road
Hastings



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Hastings, East Sussex TN34 3UY
Tel: 01424 451016
Email: estates@hastings.gov.uk

Date: Mar 2017

Scale: 1:1,250

Drawn: ST

Drawing No: ESAD 1604A

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

Strategic Plan

1. Purpose

The purpose of this document is to present the trustees' strategic overview of The Firs development, and to provide guidance for the whole life of the project.

2. Strategic Outline

2.1. Purpose

This document provides the trustees' strategic overview of The Firs development.

The primary aim of the development at The Firs is to establish a sustainable future for the charity to ensure the ongoing delivery of appropriate services for the most vulnerable local residents. The development will increase the charity's reach through the regeneration of the site, to those requiring support, particularly those living in poverty and disadvantage thus enhancing the economic and social well-being of local people.

During 2019, the development will deliver a 100% increase in the numbers accessing the site, with an ongoing 10% increase annually during the following 10 year period until 2030.

EFT's Income from the site will be established during 2019 for the first time, with the baseline of Hastings Borough Council's income tripled in the year. For the following 2 years, the income generation will be doubled, with an ongoing 10% increase annually thereafter until 2030.

This development will provide Hastings Borough Council with a unique offer for residents and businesses through an improved physical resource that will deliver sporting, environmental, educational, cultural and leisure opportunities, in addition to delivering a potential income stream for the Charity. Along with the prospect of improved health and wellbeing for local people, The Firs will enhance volunteering and employment opportunities in the town.

2.2. Background

In 2017, through the presentation of a business plan to Hastings Borough Council, Education Futures Trust (EFT) was successful in its bid to transform the semi-derelict, underused brownfield site at The Firs, Elphinstone Road, into a therapeutic, outdoor learning facility (see Appendix 1). This plan, and subsequent documents, will build on the original submission.

With the support of local residents, community members, council members and officers, negotiations over the lease were finalised at the end of 2018. Pro-bono support from The Cranfield Trust, A4 Architects and Mayer Brown International LLP enabled the vision to be transformed into reality, ready to be taken forward in 2019.

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

The charity's intention to develop a unique identity for the facilities will provide sustainability for the organisation through the creation of stable income streams. With a mix of sporting facilities, play areas, community spaces, woodland and quiet places, this phased development will educate and inspire local people and visitors.

The EFT will utilise existing structures and green spaces: preserving and enhancing both the natural environment and the man-made developments, taking account of the needs of local people and the EFT's mission.

2.3. Policy Statement

EFT intends to develop a physical resource that will be made available to local communities, whilst serving the economic and delivery needs of the charity. Combined with an area for community use, which will contribute to the well-being of borough residents and enable improved life chances for the most vulnerable, The Firs will offer an enclosed multi-purpose central area that will offer a safe place for the charity's specialist provision, as well as celebrations and events.

Through the lease, the charity will need to provide the public with access to the multi-games area that it is obliged to maintain, whilst also allowing overflow parking for the local football club on identified areas. Additionally, it is the intention of the charity to allow 24/7 access to parts of the site for the public, including areas that are identified for play and recreation.

Service users, volunteers and staff will benefit from access to additional facilities and fenced off areas, including those in the centre of the site. Safety and security will be paramount when developing these spaces as many will be available to the most vulnerable, including children under 5. Maintenance of appropriate insurance, including £10 million public liability, will be fundamental to the charity upholding its responsibility to service users.

Community groups, businesses and educational establishments will be encouraged to take advantage of the site as part of the drive to generate income for the maintenance of the site and the charity's activities, whilst individuals will be encouraged to use the public areas, such as the multi-games area, green gym and the play facilities, at times when they are not booked by groups.

It is anticipated that the development of the site will take place over a period of 10 years. The flexible design of the phases ensures that it will be possible to be responsive to funding opportunities and the changing needs of the charity and local people, whilst ensuring that delivery of activities can continue throughout the period.

2.4. Governance

The charity has a well-developed, strong board of trustees (see Appendix 2) who hold a range of strategic roles. The trustees hold monthly board meetings and they hold overall responsibility for The Firs development. Trustees will retain oversight of the project development through reports to the monthly board meetings. This document will provide the basis for the development, and will be supplemented

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with an operations plan, a risk assessment and project initiation plans.

The development has been divided into phases and no phase will commence without sign off from the board of trustees.

Operational oversight will sit with the Chief Executive, who will delegate responsibilities to appropriate managers, staff and volunteers.

A 50 year lease has been negotiated with Hastings Borough Council, with a break clause after 25 years. Plans submitted to Hastings Borough Council with the lease will form the basis of any development on the site: any major deviation from the submitted plans will be presented to the council in advance of work.

Planning permission will be sought for the development of the site and all plans will conform to relevant legislation.

Following the processes listed in the Delegated Powers documentation, contracts will be drawn up for work involving external providers,

Insurance cover of £10 million public, employers and product liability, has been extended to cover the whole site and will be regularly reviewed.

The appointment of an Estates/Facilities Manager will ensure that the project moves forward, remains focused and delivers timely outcomes. Linked to the strategic and operational plans, project initiation documents will provide structure for all phases and themes and provide clarity to trustees as well as staff and volunteers working on the project.

2.5. Assumptions

The plan is written based on the following assumptions:

- the lease will be agreed and signed early in 2019;
- board support will be forthcoming;
- planning permission is obtained;
- Hastings Borough Council's support for the Trust continues, including approval of necessary amendments;
- Hastings Borough Council have accepted responsibility for consequences of historic use of the land;
- funding is identified and available;
- staffing levels are adequate;
- support from the local community continues;
- demand for use of the facilities increases;
- the site retains the capacity for development.

2.6. Drivers

The key driver for the charity is to identify a sustainable method to deliver flexible services to the residents of Hastings. The need for a dedicated, safe space has become crucial for the work with the most vulnerable service users. The Firs, as a

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unique facility for the borough, will provide a sustainable future for the charity by introducing new income streams, additional space and enhanced profile.

Additional drivers:

- delivering an educational service for local schools and other educational establishments leading to an increase in educational services;
- local residents and community desire to protect, enhance and access the green and recreational spaces;
- Hastings Borough Council's need to make best use of the site and provide recreational facilities for residents;
- support from the borough council to enable the charity to provide services to the most vulnerable residents;
- desire by all involved to develop a unique resource for the south-east;
- increased annual usage of The Firs in the first 5 years of ownership from the baseline of January 2019:
 - 10% increase in education services;
 - community use established in year 1, with a subsequent 10% increase;
 - additional sports introduced to the site e.g. baseball, hockey and stool ball;
 - sport use increased by 5%;
 - volunteer input increased by 55 in years 1 and 2 and then maintained thereafter;
 - organised activities increased by 5% in year 1 and 10% thereafter.

2.7. Exit strategy

The lease has been negotiated for a period of 50 years. The charity has to return the land to a similar or better state than it is on handover, and a detailed photographic record has been created to accompany the lease. The land is vandalised and in a poor state of repair, so the liability to the Trust has been minimised. Prior to the end of the lease, negotiations will be required to decide on the future of the facilities.

Should the charity experience difficulties, or cease to exist, the lease will be forfeited and foreclosed with the land returning to the council. Liability for damage will sit with the Trust. As the office sits within the lease the charity, if still in existence, would no longer have occupation of the building and would need to renegotiate a lease or vacate the space.

2.8. Financial Statement

Education Futures Trust board of trustees will be responsible for signing off the phases of development. This will enable funding to be identified and as such is not dependent upon funding being available at the time of signing. It is not necessary for one phase to be completed before another is started, but due diligence will be

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required to ensure that progress remains manageable and timely.

The total cost of the work to complete the whole project is estimated at £1.5 million, but the project is designed so that progress can be halted or paused at the end of any phase. Trustees will retain oversight and formal permission to commit spend to any new phase will be required. Materials such as the strategic and operational plans, alongside detailed project implementation documents will inform decision making. This will protect the charity and ensure that sufficient resource is available to progress to a new stage.

A range of funding methods will be sought to avoid reliance upon one source; providing additional protection for the charity, whilst helping to deliver change for different stakeholders and users.

2.9. Income Generation

The development of The Firs will provide the Trust with a range of income streams. These will be developed over the phases, but where trustees feel that the requirements to increase income becomes paramount, then these areas of development will be prioritised. Anticipated new areas of income include:

- room hire;
- exclusive use of the multi-games area;
- café revenue;
- hire of sports facilities/spaces;
- nursery;
- events;
- residential;
- educational visits;
- business team days;
- weddings.

Funding will be sought from a variety of sources covering the key elements of community, environment, education and sport. Ahead of the lease, successful bids have been made to:

- Lund Trust
- Community Safety
- Active Access for Growth
- Postcode Lottery.

We will continue to build on the pro-bono support from businesses such as:

- A4 Architects
- Mayer Brown International LLP
- The Cranfield Trust

whilst augmenting the support received from local businesses and partners such as:

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- Hastings Direct
- B & Q
- The Darvell Community.

In the spirit of the principles behind the development, which is to embed the resource within the local community, we will involve volunteers, service users and residents at all stages from development to delivery. They will shape the design and services, whilst their skills will be advanced and enriched as they contribute to bringing about the change. This will reduce costs; particularly in the early stages when there will be a need to show progress in order to demonstrate intent.

Once underway, we believe that developing a therapeutic outdoor learning centre at The Firs will unite the local community and deliver a drive for change in this deprived neighbourhood and across the whole of Hastings.

Signed:



Allison Baines,
Chair of Trustees,
Education Futures Trust.

Date: February 2019

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Appendix 2: Trustees

Allison Baines (Chair), Retired headteacher

Geoff Burt, Department for Work and Pensions

Kevin Sinfield, A4 Architects

Kim Forward, Hastings Borough Councillor

Martin Yeandle, Education student

Ruth Ashenden, Pension adviser and teacher

Simon Hubbard, Director of Operational Services, Hastings Borough Council

Steve Manwaring, Director, Hastings Voluntary Action

The Firs - Concept Master Plan



1. Rain garden and decking at London Wetland Centre



2. Rain garden retention basin



3. Willow and Dogwood planted for winter colour. Can be used for basket making and sculpture.



4. Bespoke terraced camping cabins. Roof area with potential for solar PV



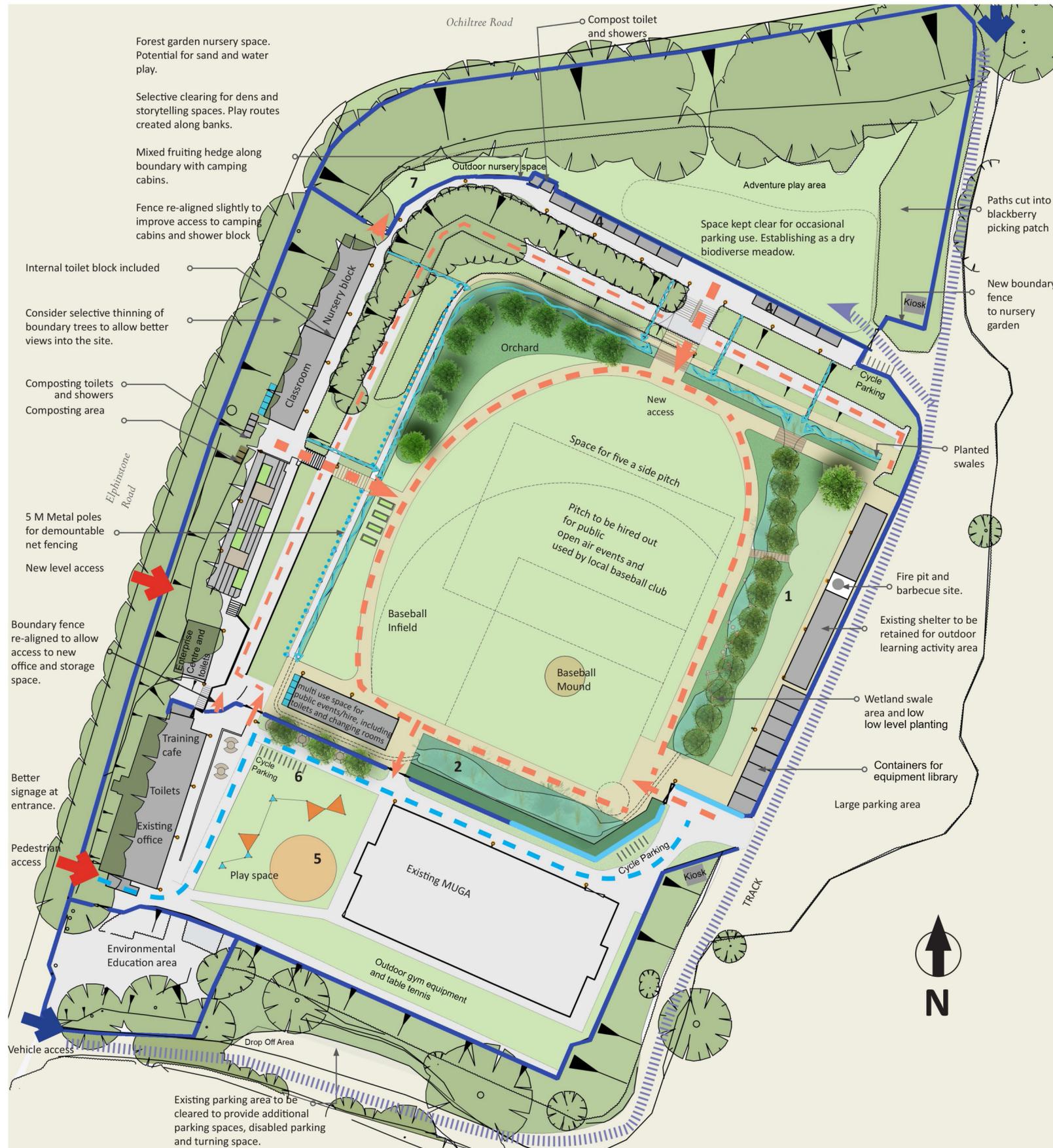
5. Single Point Swing



6. Timberplay climbing forest



7. Pump for water play in nursery garden.



The Firs - Education Futures Trust

- Sustainability is at the heart of this proposal and feeds into all the learning that takes place on the site. High quality landscaping and facilities will attract corporate clients for hire at weekends so providing an additional income stream.
- Rainwater is collected off all roofs and drained via a mix of channels and planted swales to a new wetland area combined with retention basin. Rainwater storage is integrated into all new buildings for use in garden areas.
- Old football pitch becomes a 'village green' with new cafe and training kitchen. Circular route around the site allows for running, riding trikes and scooters and connects all areas of the site.
- Cafe roof has potential for solar panels as do the camping pods.
- Existing 'woodland walk' extends into orchard area.
- Fire pit and barbecue space.
- Playspace and play route could potentially be made with the children and users of the site. Imaginative bespoke play offers something different from the standard play equipment.

Water routes across the site. All water leads to south east corner where a retention basin combined with wetland is created.

Planted rain water swale and wetland informal play route across swale

Raised beds for vegetable growing.

Existing tiered concrete adapted with decks and planters to make play space.

Picnic tables under crab apple trees.

Rainwater storage.

Internal circulation routes.

Public circulation routes.

Boundary fences - all to be metal mesh.

Baseball back stop fence - height 6 M.

Lighting column.

Education Futures Trust, The Firs

Concept Master Plan 1:500 @ A2

4844(1)1100E Date:16.11.2018



A4 Architecture

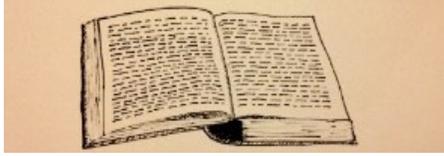
Delivering Practical Design Solutions

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Hastings Opportunity Area:

- Initial work was undertaken with Hastings schools, colleagues, nurseries, businesses, service providers and the local community to understand what are the key priorities for Hastings. There was agreement that these were:
 - Maths
 - Literacy
 - Mental Health
 - Broadening Horizons
- And underlying themes:
 - Attendance and
 - Teacher Recruitment and retention
- Also taking forward work with Hastings secondary schools to reduce exclusions and improve the quality of teaching and learning.
- Our aim is to work in partnership with schools and key local partners, including parents, young people and children so that the programme addresses local needs and is fully responsive to local priorities.
- Work is overseen by a **Local Partnership Board**, chaired by **Richard Meddings**, which meets monthly and which has developed an overarching plan to achieve our shared ambition. And working groups for Maths, Literacy, Mental Health, Broadening Horizons, Attendance and secondary improvement oversee each strand

Improving literacy



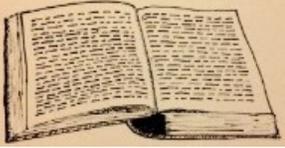
By 2020, at least 85% of pupils meet the expected standard in phonics

By 2020, pupils in Hastings are in the top half of the country in reading and English at all key stages, with disadvantaged pupils making more progress than disadvantaged children nationally.

What are we doing?

- **Literacy programmes for children aged 3-6:**
 - Improving Language and Literacy Skills for 3-6 year olds – 14 schools
 - Early Years Speech, Language and Communication Support – 25 early years settings
- **Get Hastings Reading – cross Hastings campaign.**
 - National Literacy Trust delivered:
 - Bus tour of primary schools with local performance poet Lucas Howard;
 - Hastings 100 reads;
 - Greg James and Chris Smith launch of new Kid Normal Book
 - Lost Words Trial
 - Recently commissioned consortium led by Education Futures Trust to take this work forward. They will be delivering campaign focused within local communities.

Improving literacy

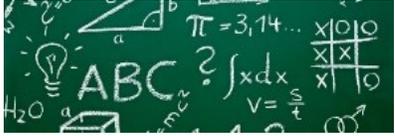


By 2020, at least 85% of pupils meet the expected standard in phonics

By 2020, pupils in Hastings are in the top half of the country in reading and English at all key stages, with disadvantaged pupils making more progress than disadvantaged children nationally.

What are we doing?

- **Literacy Fund:** Aim – for schools to lead on delivering evidence informed programmes to improve literacy, that fit their needs and to work across one or more schools. We are funding 13 projects. These include:
 - Daily Supported Reader and Destination Reader – 5 primary schools
 - Easy Peasy – schools across Hastings
 - Mind the Word Gap – 2 primaries and a secondary school
 - Real Creative – early years settings
 - Communication for learning – 8 schools
 - Power of Words – 3 primary schools
 - Accelerated Reader – 1 secondary and 2 primaries
 - Lexonik – secondary school
 - Bedrock Learning – secondary school
 - Oracy Project – secondary school
 - Vocabulary in the curriculum – primaries and secondary school



By 2020, schools in Hastings are expert in teaching maths for mastery approaches, as measured through evaluation surveys following the training of senior leaders, maths leaders and teachers

By 2020, pupils in Hastings are in the top half of the country in maths attainment at all key stages, with disadvantaged pupils making more progress than disadvantaged children nationally.

What are we doing?

- **‘Mastery Mathematics’** - Supporting 12 schools and the college in Hastings to take part in an intensive programme to improve how maths is taught, aiming for teachers to become experts in teaching ‘Maths Mastery’. We have recently funded the expansion of the programme, to include key stages 1, 4 and 5 alongside key stages 2 and 3.
- We are funding the development of a bespoke curriculum for pupils resitting maths GCSE at KS5.
- **Maths Challenges:** We are working with a number of organisations, to deliver an exciting range of maths challenges and events in Hastings schools from online competitions to innovative maths sessions in schools

Improving mental health and resilience



By 2020, pupils report increased personal and social wellbeing in school using the 'Stirling Children's Wellbeing Survey'. In 2017, 33% of boys and 34% of girls in Hastings aged ten recorded levels of high or maximum wellbeing for the 'Stirling Children's Wellbeing Scale'. We will increase this to 50% by 2020.

What are we doing?

- Funding **i-ROCK to expand its service** from three days a week to five days a week and to enable i-ROCK to deliver interventions with young people.
 - In first 3 quarters – 641 number of young people accessed the service, an increase of 37% on the previous 3 quarters. The average age of young people is 17.5 with the mode age peaking at 15.
- Page 5 Supporting the delivery of an **emotional well-being service for 9-14 year olds (Key work service)**. Work begun in Hastings secondary schools to deliver this short term key work service to year 7 pupils and working with primary schools with highest level of need.
 - Sept 2017 to July 2019 the service has delivered **185** 1:1 interventions. **26** groups have been delivered - **147** children and young people attending.
 - Drop in sessions delivered in secondary schools with **475** young people coming along to these.
- Enabled expansion of **Open for Parents**, so that every school has named parenting worker – to deliver evidence based parenting interventions; light touch seminars, one to one support, parenting groups. Schools can access more specialist support for parents who have more complex needs.

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By 2020, pupils report increased personal and social wellbeing in school using the 'Stirling Children's Wellbeing Survey'. In 2017, 33% of boys and 34% of girls in Hastings aged ten recorded levels of high or maximum wellbeing for the 'Stirling Children's Wellbeing Scale. We will increase this to 50% by 2020.

What are we doing?

- Providing support for schools to develop their **whole school approach to promoting children and young people's mental health**. This includes:

- **Mental Health First Aid Training** for senior leaders in all Hastings schools;
 - 13 schools have booked places (42 staff), 3 sessions in November and 1 in January still to take place
- Support for schools (consultancy support from Boingboing to work with schools to **develop approaches, policies and practice** to promote mental health and emotional well-being). This could include training or mentoring.
 - Consultancy support and training for schools re whole school approaches
 - Training for primary schools re promoting MHEW
 - 13 schools currently engaging with Boingboing re the 'offer'
 - Further 5 schools – initial engagement work in place
 - Commissioned BoingBoing to work with schools re PHSE/EHWP sessions – to co-produce and co-deliver quality sessions with schools

Broadening Horizons



All secondary and college aged pupils have at least four meaningful encounters with employers over the life of the Opportunity Area programme. All school and college pupils participate in regular extra-curricular enrichment activity. Young people have positive attitudes towards extra-curricular enrichment activity

What are we doing?

- Appointed two enrichment managers to work with schools and local communities to maximise impact of the broadening horizons strand
- Provided funding direct to all schools and colleges. Funding allocated according to number of children/yp in receipt of PP in the schools (£600k over the 2 years). All schools have engaged with the programme
 - 77% children across Hastings schools have engaged with school based enrichment activities in the last year
 - Plans to exceed the 10,000 new additional places filled in 2018-19 and schools' exceed PP profile
 - Additional funding for secondary schools and the College to co-ordinate and embed activities

Broadening Horizons



All secondary and college aged pupils have at least four meaningful encounters with employers over the life of the Opportunity Area programme. All school and college pupils participate in regular extra-curricular enrichment activity. Young people have positive attitudes towards extra-curricular enrichment activity

What are we doing?

- **Delivered Grant programme for Hastings wide Summer enrichment programme :**

- 2018 - 9 organisations delivered a Summer Holiday Enrichment programme reaching over 700 children.
- 2019 – 16 providers commissioned, targetting activities in 9 most deprived wards. 16 organisations commissioned to deliver activities. 1867 children took part 79% disadvantaged
- Winter programme 2018-19 - 12 organisations delivering Hastings wide activities
- Winter programme 2019-20 17 providers delivering activities in 9 most deprived wards, linking with schools (stepping stones). Aim to increase numbers engaged and percentage of PP from 900 children 52% PP in 2018-19
- Aim to increase numbers engaged and percentage of PP

- **Co-ordinating and delivering range of Broadening Horizons Activities**

- Hastings Opportunity Day – October 25
- Motivational speakers in all secondaries from Oct 19
- Canary Wharf – June 2020 for year 9 disadvantaged able students as identified by academies
- Kidzania – primaries booking in for 2020 ‘wow’ trip with careers focus
- Athlete Mentor visits – 15 schools involved and now additionally members of Youth Sport Trust cluster
- Badge Bonanza – launching across Hastings primary schools



We have, in agreement with the Attendance Working Group, set a number of internal targets for attendance. These are for primary schools: Overall attendance to be in line with national average by July 2020 (aim 96%, current 94.8%) and reduce the numbers of persistently absent pupils in Hastings to bring in line with national averages by July 2020. And for secondary schools: Overall attendance to be in line with national average by July 2020 (aim 95%, current 93.6%) and to reduce the numbers of persistently absent pupils in Hastings to bring in line with national averages by July 2020

What are we doing?

- Worked with schools to develop and launch a Hastings Wide Attendance Charter, that all schools that can, have signed up to:
- Funded a number of projects, designed by schools, to help them improve attendance in their school. These include:
 - 4 schools employing key workers to support families around attendance
 - Funding towards the cost of running school minibuses in 4 schools
 - Two additional educational welfare officers, working across 7 primary schools and 2 secondary schools
 - School Attendance managers/inclusion managers and additional pastoral support staff in 3
 - Support for alternative provision in 2 schools for children who find attending school challenging



We have, in agreement with the Attendance Working Group, set a number of internal targets for attendance. These are for primary schools: Overall attendance to be in line with national average by July 2020 (aim 96%, current 94.8%) and reduce the numbers of persistently absent pupils in Hastings to bring in line with national averages by July 2020. And for secondary schools: Overall attendance to be in line with national average by July 2020 (aim 95%, current 93.6%) and to reduce the numbers of persistently absent pupils in Hastings to bring in line with national averages by July 2020

What are we doing?

- Funded ESCC to deliver an enhanced free attendance support service for schools, for pupils whose attendance is between 85-95%
- Commissioned a social marketing company, to work with schools, parents and young people to create a positive campaign around attending school. We are aiming to launch this shortly.
- Holding a seminar to share good practice – November 2019
- An event to celebrate improvements in attendance across Hastings schools and for individuals – Summer 2020

The HOA is providing funding for mainstream secondary schools to improve the quality of teaching and provision within each school. This funding is focused around initiatives to embed quality teaching and learning and reducing exclusions.

What are we doing?

- **Support for improving the quality of teaching.**

- Funding Ark Alexandra to support the development of Expert Teachers for English, Maths and Science
- Funding The Hastings Academy and The St Leonards Academy to implement a programme called Teacher Effectiveness Enhancement Programme

- **Reducing Exclusions.**

- Working closely with Principals from the 3 mainstream schools to develop shared approach to preventing exclusions across the 3 schools. Alongside this
 - Agreed funding for 3 mainstream secondary schools for in school provision for pupils most at risk of exclusion and initiated peer review process to support exclusions policy and behaviour management
 - Agreed and holding first Hastings review meeting of Hastings mainstream secondary schools principals – re shared strategy for pupils most at risk of PEX

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