

## East Coast College Corporation Meeting Tuesday 22 February 2022

### 9am Video Conference

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| <b>Present:</b>   | David Blake (Chair - DB) Alan Debenham (AD) Mike Dowdall (MD) Tina Ellis (TE) Rob Evans (RE) Saul Humphrey (SH) Ian Lomax (IL) Stuart Rimmer (CEO & Principal -SR) Andrew Walmsley (AW) Peter Lavender (PL) Kirk Lower (KL) and Nasima Begum (NB) |               |
| <b>In attendance:</b>   | Wendy Stanger (Director of Governance) Ann Wall (Director of People and Wellbeing) Urmila Rasan (Deputy Chief Executive) and Paul Padda (Deputy Principal)  |               |
| <b>ECC/22/02/1</b>  | <b>Apologies and membership</b>   | <b>Action</b> |
| <p><b>Apologies</b><br/>Giles Kerkham (GK) Jude Owens (JO) Gemma Head (GH) and Andrew Timberlake (AT)</p> <p><b>Membership</b><br/>Alan Debenham (AD) Tina Ellis (TE) Rob Evans (RE) Stuart Rimmer (CEO &amp; Principal - SR) Saul Humphrey (SH) Peter Lavender (PL) Andrew Timberlake (AT) Gemma Head (GH) Mike Dowdall (MD) Giles Kerkham (GK) David Blake (Chair - DB) Kirk Lower (KL) Ian Lomax (IL) Andrew Walmsley (AW) Jude Owens (JO) and Nasima Begun (NB)</p> <p>The Chair gave a brief update and advised that there was a need for the Board to be clearer on its requirements and focus for the Senior Team.</p> |   |               |
| <b>ECC/22/02/2</b>  | <b>Declarations of Interest</b>   |               |
| <p>There were the following declarations of interest:</p> <ul style="list-style-type: none"> <li>• Mike Dowdall as an employee of the LEP</li> </ul> <p>It was agreed that this declaration did not preclude full participation in the meeting.</p> <ul style="list-style-type: none"> <li>• Wendy Stanger declared an interest in item 13 for which she would withdraw.</li> </ul>   |   |               |
| <b>ECC/22/02/3</b>  | <b>To approve the Minutes of 18 1 22, including confidential and any other matters raised previously not otherwise included in the Agenda</b>   |               |
| <b>ECC/22/02/3.1</b>  | <b>To approve the Minutes of the meeting of 18 1 22 (independent Governors only version) and any other matters raised previously not otherwise included in the Agenda</b>   |               |
| The minutes were approved as a true record of the meeting.  |   |               |
| <b>ECC/22/02/4</b>  | <b>Rolling Action Log</b>   |               |
| The Action Log was noted.   |   |               |

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| <b>ECC/22/02/5</b>   | <b>CEO/Principals Report</b>      |  |
| <b>ECC/22/02/5.1</b>   | <b>IOT Written Feedback</b>       |  |
| <b>ECC/22/02/5.2</b>   | <b>Quarter 3 SLG Deliverables</b> |  |
| <p>The CEO presented the update and the Corporation noted the IOT written feedback and quarter 3 SLG deliverables.</p> <p>The CEO advised that:</p> <ul style="list-style-type: none"> <li>• The pay review had been received well by the majority of staff.</li> <li>• Curriculum planning was ongoing and a second draft was expected by end of February 2022. This would include the allocation of the additional funded hours.</li> <li>• Budget planning was likely to be more difficult due to issues such as lagged funding, carry in of students and low contribution rates and would include an establishment review.</li> <li>• The digital pathway had been removed from the T level offer due to insufficient interest.</li> <li>• The Best Companies draft raw results data had been received and would be considered by the Senior Team and then the People Committee. The results were disappointing and needed to be reviewed.</li> <li>• The Board Away Day feedback had been reviewed by the Senior Team and the topics that needed action identified. A wide-reaching cross college strategic development planning process was to be put in place with every department producing a development plan.</li> </ul> <p>Governors challenged if work was still ongoing on the IOT bid and if the feedback received was reasonable. The CEO advised that work was ongoing with the DFE as there was a major gap in IOT coverage in the Eastern Region. The majority of the bid feedback was reasonable but the queries on the proposed governance arrangements were unexpected given that it was based on a model already in use at another IOT.</p> <p>Governors challenged if the IOT bid had been detrimentally affected by the levelling up agenda. The CEO advised that the IOT bids were assessed anonymously and that successful bids covered a wide range of areas.</p> <p>Governors noted that the action plan following the HSE inspection had been cleared and challenged how the Corporation would be kept informed of the safety consultant's work. The CEO advised that the safety consultant's inspections would take place twice yearly to provide assurance and would report through to the Corporation.</p> <p>Governors discussed apprenticeships and how consultants were being used to cover compliance, quality and drive improvements.</p> <p>Governors discussed under recruitment and whether this was a regional and national issue. The CEO advised that it was a mixed picture with the AOC CEO noting in his update and letter to the Secretary of State for Education that more young people achieved well at GCSE last summer, meaning higher numbers stayed in schools for their post-16 learning and more young people entered the workforce. The Deputy Principal advised that regionally other Colleges recruitment had been stronger and that an issue at the College was learners not returning due to being in employment.</p> <p>Governors discussed Lowestoft Sixth Form and the need to set a realistic and achievable curriculum plan including clarity on progression numbers. The CEO advised that there was a need to maintain the breadth of offer and this could result in a lower contribution</p> |                                   |  |

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| <p>rate. It was noted that East Norfolk's offer was expanding and that this would have a detrimental effect on recruitment. The CEO advised the Curriculum Review (see 9.2) required Governing bodies in FE to undertake three yearly curriculum reviews across the area in partnership with other governing bodies.</p> <p>Governors challenged if the College's forecasting had been accurate. The CEO advised that in general it had been but needed improvement in apprenticeships sale and new start data. The forecast numbers had been affected this year by the reduction in students progressing to the next year at L6FC.</p> <p><b>Governors agreed the following action:</b></p> <ul style="list-style-type: none"> <li>• <b>Curriculum Development Committee to review the MIDES data and the College's comparative recruitment position</b></li> </ul>  |                            | <b>PP</b>               |
| <b>ECC/22/02/6</b>  | <b>Governance Update</b>   |                         |
| <p>The Director of Governance presented the update. February's Governance Remuneration and Search Committee agreed:</p> <ul style="list-style-type: none"> <li>• Governor recruitment to not utilise a recruitment agency</li> <li>• External Board Review to take place in 2022/23 when the offer and market would be more developed</li> <li>• Succession planning for the Senior Team to be developed which will include one to one meetings with the Chair and the Chair of the People Committee</li> <li>• Committee to nominate the Director of Governance for the DMJ Recruitment's Governance HOT 100 awards</li> <li>• Confirmation that the cost of living allowance award included Senior Post Holders</li> </ul> <p>The written resolution process has been used once since the last Corporation to appoint Julia Bates as a Senior Post Holder in the role of Deputy Principal Curriculum and Strategic Partnerships. 13 responses were received all of which were in support and the resolution was therefore passed.</p> <p><b>Corporation resolved</b></p> <ul style="list-style-type: none"> <li>• <b>to note the use of the written resolution process and the resolution agreed</b></li> </ul> |                            |                         |
| <b>ECC/22/02/6.1</b>  | <b>Governor Engagement</b> |                         |
| <p>The Director of Governance presented the report that was recommended by Governance Remuneration and Search and advised that simplified role descriptions tailored to the various links and a link feedback form were to be produced.</p> <p>Governors discussed the link roles and whether there should be additional links in areas such as L6FC and vocational.</p> <p><b>Governors agreed the following actions:</b></p> <ul style="list-style-type: none"> <li>• <b>that the proposed Governor links be referred back to GRS for review</b></li> <li>• <b>Simplified role description to be produced and tailored to the role</b></li> <li>• <b>Link feedback form to be produced</b></li> </ul> <p><b>Corporation resolved to</b></p> <ul style="list-style-type: none"> <li>• <b>adopt the Governor engagement scheme as recommend by the GRS Committee</b></li> </ul>   |                            | <b>WS<br/>WS<br/>WS</b> |

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| <b>ECC/22/02/7</b>  | <b>Strategic Risk Register to receive and approve</b>  |                |
| <b>ECC/22/02/7.1</b>  | <b>Summary Tactical Risk Registers</b>   |                |
| <p>The Deputy Chief Executive presented the risk registers and advised that they would require update following the latest covid guidance.</p> <p>Governors discussed the red risks and it was noted that the Curriculum Development risks register had a number of red risks that had been reviewed by the Committee.</p>  |  |                |
| <b>ECC/22/02/8</b>  | <b>Management Accounts to receive and approve</b>  |                |
| <p>The Deputy Chief Executive presented the Decembers management accounts and updated the Board on the new covenant compliance self-certification introduced as a result of moving to local bank control.</p> <p>Governors discussed the EBITDA and the levels required to meet the bank covenants. Action was being taken with savings identified to try and achieve the EBITDA budgeted. The Deputy Chief Executive advised that the bank was content with the action the College was taking.</p> <p>The Chair commented that the Board were looking for the budget to be met but would not want to see savings having a detrimental effect on provision.</p> <p>Governors challenged what progress there had been with the VAT refund. The Deputy Chief Executive advised that HMRC were still checking after requesting additional information. To ensure that future VAT partial exemption claims were correct financial systems were being put in place with additional support being provided to ensure that the finance team were trained and the processes correct.</p> <p>Governors noted that the reduction in apprenticeship income and not using our full AEB allocation was not providing the provision for the community.</p> <p><b>Governors agreed the following actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Report to March Corporation on AEB including the curriculum plan, what has been delivered and what has not run.</b></li> </ul> |  | <b>PP / UR</b> |
| <b>ECC/22/02/9</b>  | <b>Curriculum Development Committee Report</b>   |                |
| <b>ECC/22/02/9.1</b>  | <b>For information Local Skills Improvement Plans - White Paper and Trailblazers</b>                                   |                |
| <b>ECC/22/02/9.2</b>  | <b>For Information Review how well the education or training provided meets local needs - Draft Statutory Guidance</b> |                |
| <p>The Curriculum Development Chair presented the report and referred the Board to the guidance on Local Skills Improvement Plans and Reviews. These would be supported by the new Deputy Principal Curriculum and Strategic Partnerships. The Committee had also reviewed the concerns previously discussed on recruitment and curriculum.</p> <p>Governors discussed the levelling up paper and the devolution issues cross Counties and Districts that would need to be managed in the Local Skills Improvement Plans and Reviews.</p>   |  |                |

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| <b>ECC/22/02/10</b>  | <b>Quality and Standards Committee Report</b> |  |
| <p>The Quality and Standards Chair presented the report and highlighted the crossover between curriculum development and quality. The Committee had received a positive presentation from ESOL which had included the Curriculum Manager and students and highlighted the importance of this provision to our community.</p> <p>The Quality and Standards Chair advised that apprenticeships pace of improvement was still not quick enough and this was being kept under review by the Committee.</p> <p>Governors discussed the learner voice and the CEO advised that the Student President had made a positive start. The Director of Governance advised that she was working with the President and Vice Presidents to agree student governor coverage.</p> |   |  |