

East Coast College Corporation Meeting

28th November at 5.00pm

Present:	Mike Burrows (MB) Albert Cadmore (AC) Alan Debenham (AD) Tina Ellis (TE) Rob Evans (RE) Saul Humphrey (SH) Keith Monaghan (KM) Gwen Parsons (GP) Stuart Rimmer (CEO/Principal) and Debbie Pring (DP)	
In attendance:	Wendy Stanger (Director of Governance) Simon Eaton (Deputy Chief Executive) Jackie Watt (Interim Deputy Principal) Stella Raphael-Reeves (Deputy Principal) Mal Cowgill (Director of Transition) Anthony Fairbanks Weston (Turnaround Consultant)	
ECC/17/11/1	Apologies, Declarations of Interest and membership	Action
<p>Apologies were received from Mick Castle (MC) David Hill (DH) Jane Fermor (JF) Tony Ing (TI) Simon Gray (SG) Karen Knight (KK)</p> <p>And for late attendance at the meeting from Mike Burrows (MB) Stella Raphael-Reeves (Deputy Principal) and Stuart Rimmer (CEO/Principal) and for leaving early Albert Cadmore (AC). (Items 1-3, 14-18 and 20-21 were taken in their absence.)</p> <p>It was agreed that TE would chair the meeting until MB joined the meeting and that the agenda would not be taken in order.</p> <p>There were the following declarations of interest:</p> <ul style="list-style-type: none"> • Saul Humphrey – Energy Centre and it was agreed that he would withdraw for agenda item 16. • Simon Eaton – Lowestoft Sixth Form and it was agreed that this did not preclude him from the discussions. <p>Membership of the Corporation</p> <p>Alan Debenham (AD) Tina Ellis (TE) Rob Evans (RE) David Hill (DH) Mike Burrows (MB) Keith Monaghan (KM) Gwen Parsons (GP) Mick Castle (MC) Stuart Rimmer (CEO & Principal) Tony Ing (TI) Saul Humphrey (SH) Simon Gray (SG) Albert Cadmore (AC) Karen Knight (KK) Jane Fermor (JF) and Debbie Pring (DP)</p>		
ECC/17/11/2	<p>To approve the Minutes of the meeting of</p> <p>A. ECC Corporation 26 9 17</p> <p>B. ECC SAR Corporation 07 11 17</p> <p>And any other matters raised previously not otherwise on the agenda</p>	
The minutes for the 26 9 17 and the 7 11 17 were signed as a true record of the meeting.		
ECC/17/11/3	To review the post-meeting action log	
The Director of Governance presented the action log and the Corporation noted the progress and where the actions were included on the agenda.		

ECC/17/11/4	Principal's Report	
<p>The Principal presented the report and highlighted the key risks. Since the introduction of the apprenticeship levy starts for all ages were down across the country. We needed to address this within the curriculum planning process. T-Levels were to be considered at Standards December meeting the College was required to be an early adopter of these due to the terms of the TU funding agreement. Tier 4 status loss has been reflected in the accounts but we are still trying to retain it and have a meeting with them in the New Year to discuss the position.</p> <p>A bid has been put in to the Strategic College Improvement Fund (SCIF) for support to improve our teaching and learning. This would be in conjunction with Grimsby who are judged to be outstanding. If this bid is approved, it will provide support for improvements.</p> <p>Governors challenged how we were meeting our contribution to the Energy Centre. The Principal advised we were looking at costs such as professional fees, land contribution and fixture and fittings as our contribution.</p> <p>The Director of Transition circulated the College's KPI dashboard and asked Governors to feedback comments to him. This included the first quarter's performance.</p> <p>Governors agreed the following actions:</p> <ul style="list-style-type: none"> • Teaching costs as a % of income to be added • A measure of student's progression be added to the student success section. 		<p style="text-align: right;">SR</p> <p style="text-align: right;">Governors</p> <p style="text-align: right;">SE</p> <p style="text-align: right;">SRR</p>
ECC/17/11/5	Ofsted Update	
<p>The Principal presented a verbal update of the feedback from the Ofsted Support and Challenge visit. We need to learn from the visit to ensure that we are 'Ofsted ready.'</p> <p>A summary of the Ofsted feedback was:</p> <ul style="list-style-type: none"> • Behaviour around college was good. • Learners were identified as motivated and prepared to learn. • Learners in most sessions were having fun with positive relationships between teachers and students which supported learning. • There was good skills development in most sessions. • In some sessions creative teaching was acknowledged linked to the Robert Powell CPD. 		

	<ul style="list-style-type: none"> • There were a range of teaching approaches demonstrated especially in English and maths with good use of technologies. • Feedback of marked work was reviewed and comments on most work was helpful. Support in class for learners was good. • Across the curriculum there was too much variability in teaching. With lack of sufficient challenge and pace noted in many sessions for the more able learners. • Attendance was low which was acknowledged by leaders through self-assessment. There are an increasing range of interventions. • Leaders provide governors with a good and broad range of information and good challenge is affected by governors. Leaders do not provide sufficient information about whether or not learners are meeting their individual targets. • Targets on Promonitor are too variable which is not complied with across all teachers and courses. This doesn't allow leaders to understand and intervene in learner progress. This should be reviewed and reported minimum six weekly to demonstrate the impact of the curriculum. • Apprenticeship tracking is broadly good but there are some gaps or targets which are too general. • There is an emerging quality assurance and quality improvement system with "intensive care courses" and performance monitoring focused on TLA. This needs to be further strengthened with accountabilities. • Learning walks at present have taken place but frequency need to be more regular and further scheduling against themes for the rest of the academic year. The write ups of learning walks need to be less descriptive and more evaluative linked to learner progress and CPD. • Leaders recognised all of the above and captured this through self-assessment. Leader's actions are many and aligned to the SAR which is very detailed. Action plans are led by a variety of leaders. The SAR is candid and is appropriately self-critical and good attention is paid to the deeper characteristics of TLA. <p>A formal letter outlying the feedback would be received, this is not published but is shared with the funding agency.</p> <p>The Chair commented that Governors had been aware of the majority of issues raised as they had been discussed at the individual curriculum SARs and at the Corporation SAR meeting. Governors agreed that it was positive that there were no surprises and that the issues identified had already been noted in the SAR together with the improvement plans.</p> <p>Governors agreed that the December Standard's meeting would look at the findings in detail and the action that the College was being taking to address the issues.</p>	WS/SRR
ECC/17/11/6	Letter from CEO & Accounting Officer ESFA	
	<p>Governors noted the letter and the issues raised. It was agreed that since merger the Board had been strengthened, an internal audit service had been retained and additional financial controls implemented. Each Corporation and Finance and General Purposes Committee receive and consider the management accounts.</p>	

Governors agreed that January's Finance and General Purposes Committee should consider the questions posed in the letter.		WS
ECC/17/11/7	Governance Update	
<p>The Director of Governance presented the report, which had been produced to follow up issues identified at the Board Development day and the Corporation SAR meeting.</p> <p>The Corporation resolved to approve the:</p> <ul style="list-style-type: none"> • Revised Link Governor Scheme to be themed around areas for improvement identified in the SAR and Ofsted visit • Governor walkthroughs to be themed around areas for improvement identified in the SAR and Ofsted visit • CPD Programme for Governors • Introduction of Governor appraisal and development sessions to be held with the Chair • Review of the Chair and Chairs of Committees • Corporation timetable changes to fit with College reporting, with Corporation meetings being 27/2/18, 22/5/18 and 31/7/18 • Changes to the standing orders for the appointment of Student Governors. <p>And to note:</p> <ul style="list-style-type: none"> • That Board administration and structure will be considered by January's Governance Remuneration and Search Committee. 		
	Winning our Market	
ECC/17/11/8	Lowestoft Sixth Form	
<p>The Principal gave a verbal update on progress and confirmed that we were still aiming for a merger date of 1 August 2018. The Lowestoft Sixth Form Principal leaves at the end of December and an internal interim has been appointed. A meeting is being arranged with Lowestoft's Corporation for them to present themselves and for us to present our financials including the TU first quarters report. They have asked that the senior team and Committee Chairs attend.</p> <p>The Chair of Standards advised that she was unable to attend the proposed meeting but was happy to attend a separate meeting with the Lowestoft Sixth Chair if this was thought to be helpful. She was 100% behind the merger and we needed to ensure that it happened for the good of the local community.</p> <p>The Principal advised that there would be an open book approach to due diligence.</p>		

	Student Success, Progression and wellbeing	
ECC/17/11/9	College SAR and QIP	
<p>Governors agreed that the SAR had addressed the issues and judgements made at the Corporation SAR meeting. It was disappointing to judge at a 3 but it was an honest assessment and demonstrated the College's capacity to improve.</p> <p>The Corporation resolved to</p> <ul style="list-style-type: none"> • Note the report • Agree the judgements made <p>and</p> <ul style="list-style-type: none"> • That the Standards Committee should receive regular updates on the progress against the areas for improvement including reports on vocational review outcomes, summary of progress made by courses in intensive care and attendance and retention data with a focus on level one and two provision throughout the year. 		WS/SRR
ECC/17/11/10	Annual Safeguarding Report	
<p>The annual safeguarding report, as presented to Standards on 3 10 17, was presented. It was noted that December's Standard's Committee would receive the termly update.</p> <p>Governors challenged that if due to the high levels of mental health issues further action was required. The Principal advised that there was now more awareness and reporting had been made easier. The Head of Student Wellbeing and Support was working with the Clinical Commissioners and identifying gaps in provision. We are also working with the voluntary sector to help plug gaps in provision.</p> <p>Governors agreed the following actions:</p> <ul style="list-style-type: none"> • That for future reports the mental health referrals should be split by the tier 1 to 4 and • A list of support services the college works with to be circulated to Governors. <p>The Corporation resolved to</p> <ul style="list-style-type: none"> • Note the contents of the report. 		NL
	Improving our Business	
ECC/17/11/11	HE Update including HEFCE Assurance	
<p>The Head of HE presented the report which was asking approval for signing the HEFCE assurance.</p> <p>Governors challenged if there were any issues that students had identified that required investment. The Head of HE advised that they were mainly around resources. Students had commented that the library resources, compared to the University campus, are poor and there had been issues with Wi-Fi access at the</p>		

	<p>Great Yarmouth campus. The Deputy CEO advised that there had been considerable investment in IT and WI-FI at the Great Yarmouth campus over the summer. The Lowestoft campus was already well served.</p> <p>Governors commented that there needed to be parity of experience especially as the Business Plan was predicated on HE growth and we therefore needed to look at what we can replicate and address these within the HE QIP.</p> <p>The Head of HE advised that one area that required addressing was the University’s study skills sessions. To assist access to these we are looking at ideas such as a coach to the University and the sessions being videoed.</p> <p>Governors commented that we needed to market what we did do well such as the smaller cohorts, tutor support and pastoral care.</p> <p>Governors agreed that they were happy to approve the HEFCE assurance as they had received a number of comprehensive reports including clear improvement plans both at the Corporation and at Standards. Governors had also been involved in the QAA, RIMes and Academic Board.</p> <p>It was agreed that the current year HE situation should be considered by December’s Standards Committee.</p> <p>The Corporation resolved to</p> <ul style="list-style-type: none"> • approve the signing of the HEFCE and <p>that as a governor and on behalf of the governing body, I confirm that for the 2016-17 academic year and up to the date of signing the return:</p> <ul style="list-style-type: none"> • The governing body has received and discussed a report and accompanying action plan relating to the continuous improvement of the student academic experience and student outcomes. This included evidence from the provider’s own periodic review processes, which fully involve students and include embedded external peer or professional review. • The methodologies used as a basis to improve the student academic experience and student outcomes are, to the best of our knowledge, robust and appropriate. • For providers without degree awarding powers: The standards of awards for which we are responsible have been appropriately maintained. 	WS
ECC/17/11/12	ESFA Finance Dashboard 2017	
	The ESFA dashboard was noted and referred to January’s Finance & General Purposes Committee.	WS
ECC/17/11/13	Nursery Report	
	<ul style="list-style-type: none"> • Confidential discussion 	

ECC/17/11/14	Turnaround Report	
<p>The Turnaround Consultant presented his report. He highlighted the issue of MIS and the effect that not having timely and accurate data was having on the College. The next Programme Board is due to meet on 14th December the areas action plans to be reviewed are based on risk.</p>		
ECC/17/11/15	Risk Register	
<p>The Risk Register, which had been considered in detail by the Audit Committee on 21 11 17, was noted.</p>		
ECC/17/11/16	Energy Centre Update	
<p>SH withdrew for this item.</p> <p>The Project Manager for the Energy Centre presented the report and advised that her role was to represent the College and to make sure the College's needs were met. Demolition is due to finish before Christmas. A 2 stage design and build framework is being used. This means that we appoint and then value engineer in conjunction with the company to ensure that the project is within budget. There will be monthly operational meetings to monitor the project with the Estates Committee meetings being held when required.</p> <p>Governors challenged if any concerns had been raised during the demolition. The Project Manager advised that it was on target both for budget and completion.</p> <p>Governors challenged why the Estates Committee had been set as a sub-committee of the Finance and General Purposes Committee as they felt it should report direct to the Corporation. It was agreed that the Estates Committee should be a subcommittee of the Corporation.</p>		WS

	<p>The Corporation resolved to</p> <ul style="list-style-type: none"> • Note the progress made to date on the Energy and Engineering Skills Centre project • Agree that the project will be governed throughout its construction stage by the Estates Committee, a subcommittee of the Corporation with delegated powers to make decisions on behalf of the Corporation • Give a mandate to the Estates Committee to appoint a preferred main contractor for Stage 1 of the two-stage Design & Build process, in order to develop the design and negotiate on costs under a pre-construction service agreement • Agree that the final scheme design and cost plan must be submitted for approval to the Corporation at the end of Stage 2, prior to entering into a lump-sum contract with the preferred contractor. 	
<p>ECC/17/11/17</p>	<p>ECC Management Accounts</p>	
	<p>The Deputy CEO presented the ECC management accounts for end September 2017 these were the first ones produced for ECC and covered a 2 month period. As new accounts there were a number of timing issues with no income yet received from the Student Loan Company and Higher Needs income not yet received. Work Based Learning income is down and this has been seen across the country since the introduction of the levy. Pay and non-pay is below budget, with some vacancies being carried. Payroll trends will need to be looked at as there are still some merger costs included.</p> <p>Governors challenged if the premises budget overspend was just a timing issue. The Deputy CEO advised that it was overspent due to the Summer works and no adjustments to forecast were required.</p> <p>Governors challenged if the loss of the Tier 4 had been reflected in the accounts. The Deputy CEO advised that the grants and contracts line had been reduced.</p> <p>Governors challenged if the better cash position was likely to continue. The Deputy CEO advised that both Colleges had finished the year in a better cash position than forecast and we had also received the TU funding.</p> <p>Governors challenged how the cash holdings were being maximised. The Deputy CEO advised that he was looking into treasury deposits.</p> <p>Governors challenged if a smaller amount of funding should have been requested from the TU and then a re-application when further funds were required. The Deputy CEO advised that given the amount of time the application took and the staff resources involved this wouldn't have been a practical option. The TU have withheld a grant element of £250k until we can demonstrate need.</p> <p>Governors challenged if there was any urgent work still required on the tower block. The Deputy CEO advised that all the remedial work required by the Fire Brigade had been completed. The option of removing the cladding is being looked at including how this could be funded.</p> <p>Governors challenged if Universal Credit would affect HE numbers as the maintenance loan was taken into account as income and Governors agreed that the CEO should raise the issue with the local MPs.</p>	<p>SR</p>

ECC/17/11/18	Audit Annual Report	
<p>The Director of Governance updated the Corporation on the annual report's conclusion. It now included the following:</p> <p><i>'...Solvency and maintenance of assets has been achieved through the merger and funding from the Transaction Unit.'</i></p> <p>Governors resolved to:</p> <ul style="list-style-type: none"> • note the contents of the report and the conclusion of the Audit Committee's annual report. 		
ECC/17/11/19	<p>Annual Accounts:</p> <ul style="list-style-type: none"> A. Great Yarmouth Accounts B. Great Yarmouth Management Letter C. Lowestoft Accounts 	
<p>Great Yarmouth</p> <p>The Deputy Chief Executive presented the management letter and annual accounts for Great Yarmouth. The deficit was slightly worse than forecast but there had been a positive adjustment on pensions. The management letter showed the adjustments made. There had been positive cash generation in the year. The accounts have been based on a 'going concern' basis due to the merger and the funding from the TU.</p> <p>Governors challenged the issues raised in the management letter and whether these had been resolved. The Deputy Chief Executive advised that the new HR system should address the majority of them, the issue raised re a Governor's travel claim was authorised for payment as the original signed form had been lost and he was looking into the coding error issue.</p> <p>Governors resolved to:</p> <ul style="list-style-type: none"> • Approve the Great Yarmouth accounts and to authorise the Chair to sign them. <p>Lowestoft</p> <p>The Deputy Chief Executive circulated the annual accounts figures for Lowestoft. These were subject to audit, which was currently being carried out. He advised that there had been difficulties in producing the accounts due to a new team inheriting a financial system that they were unfamiliar with and where the financial controls, such as bank and other reconciliations, had not been completed.</p> <p>The operating deficit in the circulated figures was in line with the re-forecast. Staff costs are higher mainly due to sessional costs not being controlled and claims being made at year end that had not been accounted for. Tight financial controls were now in place.</p> <p>There had also been a positive adjustment on pensions within the Lowestoft accounts.</p> <p>Governors challenged if any errors were identified when the bank reconciliations were carried out. The Deputy Chief Executive advised that no material errors were found. The funding audit carried out on Lowestoft had also found no material errors.</p>		

	<p>It was agreed that the audited accounts could be signed by the Chair, subject to their being no material changes to the figures circulated at Corporation. The audited accounts would be circulated to all Governors so that they were aware of any issues that had been raised.</p> <p>Governors resolved to:</p> <ul style="list-style-type: none"> • Approve the Lowestoft Account figures and authorise the Chair to sign off the audited accounts as long as there were no material changes. 	
ECC/17/11/20	Health and Safety Annual Report	
	<p>The Health and Safety report, as discussed at Finance and General Purposes Committee on 10 10 17, was presented by the Deputy Chief Executive.</p> <p>Governor challenged if there was now a consistent approach across the campuses. The Deputy Chief Executive advised that there was now one system and one Health and Safety Officer for the College. There was also a detailed action plan that had been considered by the Health and Safety Committee, whose minutes are included at agenda item 27.</p>	
	Learning Development & Wellbeing	
ECC/17/11/21	People Strategy	
	<p>The HR Manager presented the Strategy which has been designed to meet the College's current needs. It is important that we have a realistic strategy and buy in from staff to the new organisation. The Strategy has been considered by the Unions and they were positive about its honesty and reflection of where we currently are. The HR service was currently constrained due to the issues with data that Governors were aware of and that this would be improved when the new HR system was implemented. The implementation of the HR system was fundamental to the success of the People Strategy as it will allow us to produce meaningful and accurate reports that will assist in managing HR across the college.</p> <p>Governors challenged how non-union members been consulted. The HR Manager advised it had been to the College's People Action Group and once the Corporation had approved the Strategy it would be shared with all staff.</p> <p>Governors challenged that CPD needed to be improved, linked to appraisals and designed to help develop our own for succession planning. The HR Manager commented that she agreed that CPD could be better linked and the new HR system would help in this. A new revamped Induction had been introduced that would ensure all new staff had the same introduction to the College.</p> <p>Governors commented that CPD would be key to drive up performance. The Interim Deputy Principal advised that short weekly CPD sessions had been introduced this term to address issues identified in the walkthroughs.</p> <p>Governors challenged that the Strategy needed to include smarter success measures. The HR Manager advised that there was not much historical data due to the issues with previous HR records but that there were smart actions in the action plan.</p> <p>Governors noted that the Investors in People would at least give a benchmark and an identifiable grade to work from. The HR Manager advised the Investors in</p>	

	<p>People award was reviewed but it wasn't felt appropriate at this stage in the College's development.</p> <p>Governors challenged what comparators would be used for the KPIs. The HR Manager advised that these would be year on year ones to start with as it was important to show that the College was improving. The Director of Governance advised that the Annual HR Report considered by the Finance and General Purposes committee would also need to include sector comparators and a review of the strategy's implementation.</p> <p>Governors challenged how it would be ensured that the Strategy was given the required priority. The HR Manager advised that she had no concerns in this area as the Principal was fully behind the strategy. There were also detailed actions plans for its implementation which were part of the overall College transition project.</p> <p>Governors agreed that to monitor appropriate priority was being given to the Strategy an update on implementation should be given to each Finance and General Purposes Committee.</p> <p>The Director of Governance advised that its implementation would also be considered by the Audit Committee who would review if the previous recommendations regarding HR had been completed.</p> <p>The Turnaround Consultant commented that staff communication and engagement was important to the success of the college and that his view was that SharePoint was not the appropriate vehicle for this.</p> <p>The Governors concluded that the Strategy was a good starting point and described the required trajectory but work was required to give it a sense of pace and measurable KPIs.</p> <p>The Corporation resolved to:</p> <ul style="list-style-type: none"> • Adopt the People Strategy subject to review. 	WS/AW
	Committee Reports for Information	
ECC/17/11/22	Standards 03 10 17	
ECC/17/11/23	Finance and General Purposes 10 10 17	
ECC/17/11/24	Governance Remuneration & Search 17 10 17	
ECC/17/11/25	Audit Committee 21 11 17	
ECC/17/11/26	Union Meeting Minutes 20 9 17	
ECC/17/11/27	Health and Safety Committee	
ECC/17/11/28	Equality & Diversity and Safeguarding Board Meeting	
The Committee reports were noted.		
ECC/17/11/29	Review of Meeting	
<ol style="list-style-type: none"> 1. Confidential Items: Nursery & Lound. 2. Risk Management: To be updated for the Ofsted feedback 3. Health and Safety: Tower block update 4. Equality and Diversity: Nursery 		

<p>5. Media: None</p> <p>6. How did the meeting go: Too long a meeting</p> <p>The Principal thanked the Interim Deputy Principal, who was leaving the college at the end of the month, for all her work and the Corporation also recorded their thanks.</p>		
F/17/11/30	Date of Next Meeting	
<p>As agreed at the meeting:</p> <ul style="list-style-type: none"> • 27th February 2018 5pm • 22nd May 2018 5pm • 31st July 2018 5pm 		