

## East Coast College Corporation Meeting 21<sup>st</sup> May at 5.00pm

### Great Yarmouth Board Room

<b>Present:</b>	Mike Burrows (MB) Tina Ellis (TE) Rob Evans (RE) Roger Cracknell (RC) Alan Debenham (AD) Albert Cadmore (AC) Saul Humphrey (SH) Debbie Pring (DP) Jane Fermor (JF) David Hill (DH) Mike Dowdall (MD) Richard Durrant (RD) Gemma Head (GH) Giles Kerkham (GK) Stuart Rimmer (CEO/Principal) and Andrew Timberlake (AT) for part of item 11.	
<b>In attendance:</b>	Wendy Stanger (Director of Governance) Urmila Rasan (Deputy Chief Executive) Paul Padda (Interim Vice Principal) and Vicky Russ (Director of Curriculum Development and Partnerships) for items 8 to 10	
<b>ECC/19/05/1</b>	<b>Apologies and membership</b>	<b>Action</b>
	<p><b>Apologies</b> Apologies were received from Peter Lavender (PL)</p> <p><b>Membership</b> Alan Debenham (AD) Tina Ellis (TE) Rob Evans (RE) David Hill (DH) Mike Burrows (MB) Stuart Rimmer (CEO &amp; Principal) Saul Humphrey (SH) Albert Cadmore (AC) Debbie Pring (DP) Jane Fermor (JF) Peter Lavender (PL) Roger Cracknell (RC) Andrew Timberlake (AT) Richard Durrant (RD) Gemma Head (GH) Mike Dowdall (MC) and Giles Kerkham (GK)</p>	
<b>ECC/19/05/2</b>	<b>Declarations of Interest</b>	<b>Action</b>
	<p>There were the following declarations of interest:</p> <ul style="list-style-type: none"> <li>• Mike Burrows and Tina Ellis as Directors of LOWES.</li> <li>• Mike Dowdall as an employee of the LEP</li> </ul> <p>It was agreed that these declarations didn't preclude full participation in the meeting. It was noted that Stuart Rimmer had stepped down as a Director of LOWES.</p>	
<b>ECC/19/05/3</b>	<b>To approve the Minutes of the meeting of 5 3 19 and any other matters raised previously not otherwise included in the Agenda</b>	
	The minutes for the Corporation meeting of 5 3 19 were agreed as a true record of the meeting.	
<b>ECC/19/05/4</b>	<b>Review of Rolling Action Log</b>	
	The Director of Governance advised the Corporation on progress on the items that were not completed and it was noted where the actions were on the agenda.	
<b>ECC/19/05/5</b>	<b>Principal's Reports</b>	
	The Principal advised that the 'Meet the Leaders' which included Governors had been included for information and the link to the dashboard so that Governors could triangulate the information included in the reports.	

<b>ECC/19/5/5.1</b>	<b>FEC Monitoring Visit</b>	
<p>The Principal presented the summary of the FEC monitoring visit who had concluded that the College's overall progress was good and had endorsed the College's plans. This will be confirmed in a letter and oversight will return to the ESFA. Curriculum planning had been looked at in detail. They were reassured that the required contribution rate to enable capital investment was being planned for and that Governors were having oversight of this.</p> <p>The Corporation congratulated the senior team on the FEC visit's conclusion and the progress that had been made.</p> <p>The Principal advised that the Ofsted monitoring visit on 23 and 24 May was considering leadership and management as a key area with the themes being:</p> <ol style="list-style-type: none"> <li>1. What progress have leaders, managers and governors made in bringing together the providers, establishing a shared vision, mission and values, identifying strategic priorities and creating an effective management structure?</li> <li>2. What progress have senior leaders and governors made in establishing an effective governance structure that has a suitable breadth of expertise, can oversee strategic decision-making and quality of provision, and serves the needs of the college?</li> <li>3. What progress have senior leaders made in ensuring that the curriculum provides for the communities in which the campuses are located, tackles skills gaps in the local economy, meets the needs of local employers and enables learners to achieve their career aspirations?</li> <li>4. What progress have leaders and managers made in evaluating the quality of provision, starting to address key weaknesses in predecessor colleges and drawing up sound quality improvement processes?</li> </ol> <p>And the FEC conclusions set us in good stead for this.</p>		
<b>ECC/19/5/5.2</b>	<b>Operating Context: Our Place, Our Journey.</b>	
<p>The Principal presented the operating context paper.</p> <p>Governors commented that we needed to understand our community so we met its needs and this needed to inform our marketing strategy and teaching strategies. It needed to be recognised that we were serving a deprived community and the context paper should also take into account the Lords Seaside regeneration report.</p> <p>Governors commented that we needed to market our success stories in a manner that was meaningful to the local community so that others were inspired to achieve their potential.</p>		
<b>ECC/19/5/5.3</b>	<b>Leadership and Management - Context and Position Summary</b>	
<p>The Principal presented the Leadership and Management position paper. Governance was a significant part and a Governance Position Paper was also being produced by the Director of Governance to cover the Ofsted monitoring visit theme 2. These context papers would be reviewed to ensure that they fully covered the monitoring visits themes.</p>		
<b>ECC/19/5/6</b>	<b>Governance Update</b>	
<p>The Director of Governance presented the update.</p>		

<b>Corporation resolved to note that:</b>		
<p><b>1. The written resolution regarding governor appointment and sabbatical was passed.</b></p> <p><b>2. There is a vacancy on the Audit Committee and a volunteer is requested. (Members of the F&amp;GP Committee are ineligible to sit on this Committee.)</b></p> <p><b>3. Governors are asked to consider if they wish to change any of their committee memberships for 19/20</b></p>		
<b>ECC/19/5/7</b>	<b>FE Commissioner's letter to the sector</b>	
<p>The Director of Governance presented the FEC's letter to the sector, the 10 key points had been included in the summary report with a note of how these were being addressed at ECC.</p> <p>The Principal advised that the first college, Hadlow, was going through the new insolvency process.</p> <p>Governors commented that Hadlow was a land based college which required substantial investment and should be supported by the farming community. The Principal advised that locally we were seeing the same scenario at Easton and Otley who were supported by the local farming community but not in terms of recruitment.</p> <p>Governors challenged if it was a surprise that the insolvency regime had been used. The Principal advised that it was not and it was likely that more Colleges would follow.</p> <p>Governors commented that the Corporation needed to ensure that we were maintaining a financial stable college in an era of tight financial constraints. The Government needed to recognise that there was a fundamental underinvestment in the sector. The Principal advised that to ensure a financial stable college there was a need to ensure that we were winning our market and this key area needed additional Governor oversight. The Director of Governance advised that an additional committee for 'winning our market' had been considered by the Governance Remuneration and Search Committee previously but had been rejected.</p> <p><b>Governors agreed the following action:</b></p> <ul style="list-style-type: none"> <li><b>Governance Remuneration and Search Committee to review the committee structure and consider a committee to have oversight of the strategic aim of winning our market.</b></li> </ul>		<b>WS</b>
<b>ECC/19/5/8</b>	<b>Presentation on Energy Centre, Wind Centre and Commercial Development</b>	
<p>The Director of Curriculum Development and Partnerships gave the presentation.</p> <p>Governors challenged the income projections and the split between current and new provision and it was agreed that the Director of Curriculum Development and Partnerships would provide additional information. Governors noted that this had to take into account the additional costs of providing the provision so that it was evident what the additional contribution was.</p> <p>Governors challenged how the wind centre was to be maintained given that the original LEP funding was due to run out. The Director of Curriculum Development and Partnerships advised that work was ongoing with the LEP to secure additional funding.</p>		

	<p>Governors challenged how the College was providing training in specialist areas. The Director of Curriculum Development and Partnerships advised that this was provided by self-employed Associates.</p> <p>Governors challenged the gender mix on the courses. The Director of Curriculum Development and Partnerships advised that the offshore was still very much male dominated. It is hoped that the pre-apprenticeship work would help increase the gender mix.</p> <p>Governors challenged the employment rate of 74% for the wind centre and whether this had all been employment in the sector. The Director of Curriculum Development and Partnerships advised that all have been employed in the sector and it was hoped that the employment rate would increase.</p> <p><b>Governors agreed the following action:</b></p> <ul style="list-style-type: none"> <li>• <b>Additional information to be provided to the Corporation on the split in the curriculum plan between current provision and new provision.</b></li> <li>• <b>Finance and General Purposes to review the business plan for the Energy Centre to ensure that the Centre met its original plan and funding requirements.</b></li> <li>• <b>Finance and General Purposes to receive an update on the wind centre’s future funding.</b></li> </ul>	<p>VR</p> <p>VR</p> <p>VR</p>
<p><b>ECC/19/5/9</b></p>	<p><b>Presentation Marketing and Forecast Recruitment by Income Stream</b></p>	
	<p>The Director of Curriculum Development and Partnerships gave the presentation.</p> <p>Governors challenged the figures included for the forecast recruitment. The Director of Curriculum Development and Partnerships advised that the current position was based on actuals only and apologised for the calculation error.</p> <p>Governors challenged the HE figures and how these compared to the current years recruitment given that additional courses had been developed. The Director of Curriculum Development and Partnerships advised that this year’s recruitment was 410. The Principal advised that nationally there had had been a downturn in HE recruitment.</p> <p>Governors challenged how progression for L6FC students to ECC HE was managed. The Director of Curriculum Development and Partnerships advised that the Assistant Principal HE had been working closely with L6FC. Governors noted that we needed to ensure that we were providing independent careers advice and ensuring that the students accessed HE that was appropriate for them.</p> <p>The Principal advised that curriculum growth and recruitment was one area that the Governors were not having detailed oversight over. The Deputy Chief Executive advised that this needed to cover all of the College’s market mix. The L6FC Link Governor commented that the L6FC Quality Group considered recruitment at each of its meetings.</p> <p>Governors queried if Curriculum Managers had oversight over recruitment in their area. The Interim Vice Principal advised that Curriculum Managers receive recruitment data as part of their data packs.</p>	

<b>Governors agreed the following action:</b>		
	<ul style="list-style-type: none"> <li>• <b>Revised presentation with the corrected numbers to be sent to the Corporation.</b></li> </ul>	<b>VR</b>
	<ul style="list-style-type: none"> <li>• <b>Governance Remuneration and Search Committee to review the committee structure and consider a committee to have oversight of the strategic aim of winning our market.</b></li> </ul>	<b>WS</b>
	<ul style="list-style-type: none"> <li>• <b>Winning the Market to include analysis of competitor's market data and external forces on recruitment.</b></li> </ul>	<b>VR</b>
	<ul style="list-style-type: none"> <li>• <b>Winning the Market to include marketing and an analysis of its effect on recruitment.</b></li> </ul>	<b>VR</b>
<b>ECC/19/5/10</b>	<b>Extension of University of Suffolk Collaboration Agreement for Tier 4 Provision</b>	
<p>The Director of Curriculum Development and Partnerships presented the report.</p> <p>Governors queried whether this would mean that the students would be University of Suffolk ones. The Director of Curriculum Development and Partnerships advised that they would be and it would operate as per the current quality arrangements for HE with the University of Suffolk charging a % fee.</p> <p>Governors commented that the proposal was a positive one as it meant that the College would utilise the University of Suffolk's Tier 4 and this and the University brand should increase recruitment.</p> <p><b>Governors resolved to:</b></p> <ul style="list-style-type: none"> <li>• <b>Approve an extension to the existing collaboration agreement with the University of Suffolk to include the International, higher level maritime provision.</b></li> <li>• <b>That we commit to an initial 2 year period with a mutual option to extend after this period.</b></li> </ul>		<b>VR</b>
<b>ECC/19/5/11</b>	<b>Quality and Ofsted Preparations Update</b>	
<p>The Interim Vice Principal presented the update. He advised that the mid-year self-assessment had been considered by the Standards Committee and the College was assessing currently and predicted for 18/19 as a grade 2.</p> <p>Governors challenged why the assessment was now a 2 and how robust this assessment was. The Interim Vice Principal advised that this was due to the improvements in teaching and learning and improvements in the forecast achievements. Attendance has improved by 1.6% on the previous year but was still below the target set, retention sits at 92.5 %, year-end forecast achievement is at 83% which is slightly above national average for 16-18 which is a significant improvement, forecast achievement for 19+ is 84% which is below the national average but includes a high volume of English and maths and quality processes have improved. He advised that a full data set would be presented to the next Standards Committee.</p> <p>Governors challenged how confident the Interim Vice Principal was as positive assessments had been made previously and not achieved. The Interim Vice Principal advised that he had confidence in the self-assessment as the data was robust, observation paperwork had been fully reviewed and tight priorities set. Every student that was under target had been visited and the tracking reviewed. All of this</p>		

was putting a sense of pride back into the College and he was confident that we would achieve the predicted outcomes and positive destinations.

Governors challenged how the data was being used. The Interim Vice Principal advised that the data set was used to drive outcomes and intervene where required and all managers received a regular data set.

Governors challenged how performance management was being used to improve teaching and learning. The Interim Vice Principal advised that under the RED system action plans were set for staff with the improvements and learning that was required. Where there are ongoing concerns with poor teaching and learning identified through the learning walks and RED system, staff are being performance managed. Assistant Principals and Curriculum Managers are carrying out a full audit to ensure all staff who are underperforming as of May 2019 will start the performance management process if they have not already done so. The Principal advised that appraisals in 19/20 would have a direct link to the RED system and performance data.

Governors challenged if the number of staff graded as 4 was a surprise. The Interim Vice Principal advised that it was not as it triangulated back to the courses in intensive care and staff in performance management.

Governors challenged if staff were committed to improving quality. The Interim Vice Principal advised that the RED system was developing and the quality of coaching and feedback was improving, there had been positive changes which will be linked to staff celebration events. Some teams are using professional learning to accelerate improvements and this needed to become the norm. Staff now have clear direction and understand what they have to do to improve and managers are driving these changes. This will be further prescribed in 19/20.

Governors challenged if the College was confident about the results of the Ofsted monitoring visit. The Interim Vice Principal advised that the visit was a monitoring visit post-merger and he was confident that there would be a positive outcome. The Principal advised that Ofsted would be looking at the impact on learners of the actions taken and this would drive the assessment.

Governors challenged what progress has been made with work experience. The Interim Vice Principal advised that progress was ongoing and under the Gatsby standards each learner had to have 2 meaningful connections with employers. This also included trips, masterclasses and talks. There was a need to map all this better and ensure that L6FC students were included. The Principal commented that the implementation of the Gatsby standards needed to be accelerated.

Governors challenged if the recruitment process needed improving. The Principal advised that we needed to consider our recruitment process to ensure consistency, quality and professionalism of interviewing, speed of process and pre-industry induction. The Interim Vice Principal advised the Quality Improvement Group was considering the learner journey and Gold Standards were to be introduced for induction. This work would help ensure that students were on the right course and that they were retained.

Governors discussed the courses in intensive care and challenged the reasons for courses remaining in intensive care. The Interim Vice Principal advised that The criteria for selection is historic or in year concerns around attendance, retention, achievement, high grades/value added and learner voice. Those courses still remaining in intensive care due from the start of the year were due to Maths and English and high grades.

Standard Committee Governors commented that there had been a great improvement in the data and reports presented to the committee and they were encouraged by the progress that had been made.		
<b>ECC/19/5/12</b>	<b>Management Accounts</b>	
The management accounts for March were noted. The Chair of F&GP advised that the committee had reviewed them in detail. It was clear that currently we were not generating enough cash to invest and this needed to be addressed through the curriculum plan and budget. He advised that the financial information and reports had improved greatly since the appointment of the Deputy Chief Executive.		
<b>ECC/19/5/13 and 14</b>	<b>Draft Curriculum Plan and Capital Works</b>	
See confidential minutes.		
<b>ECC/19/5/15</b>	<b>Standards Committee</b>	
<b>ECC/19/5/15. 1</b>	<b>Minutes and Action Log</b>	
The minutes and action log were noted and the Standards Vice Chair gave an update on the meeting.		
<b>ECC/19/5/15. 2</b>	<b>Single Equality Scheme as recommended by Standards Committee</b>	
The Director of Governance advised that the Standards Committee had considered this policy and were recommending it to Corporation for adoption. <b>The Corporation resolved to adopt the Single Equality Scheme and Action Plan as recommended by the Standards Committee</b>		
<b>ECC/19/5/16</b>	<b>Finance and General Purposes Committee</b>	
<b>ECC/19/5/16. 1</b>	<b>Minutes and Action Log</b>	
The minutes and action log were noted and the F&GP Chair gave an update on the meeting.		
<b>ECC/19/5/17</b>	<b>Audit Committee</b>	
<b>ECC/19/5/17. 1</b>	<b>Minutes and Action Log</b>	
The minutes and action log were noted and the Audit Chair gave an update on the meeting. He highlighted that in the High Level Review of the Framework for HE Provision Audit the auditors commented that the College do not measure the effectiveness of marketing strategies and therefore have no means to determine whether marketing activities have been effective or not. This was an area that needed to be improved and we needed to distinguish between the 3 distinct processes of marketing, recruitment and admissions and reflect this within terms of reference and in agendas.		

<b>ECC/19/5/17. 2</b>	<b>Risk Register Presentation</b>	
The Risk Register presentation was noted. The Audit chair advised that all committees had been asked to review their risk registers and how they were managing risk and to report back to July's Audit Committee.		
<b>ECC/19/5/17. 3</b>	<b>Strategic Risk Register</b>	
The Strategic Risk Register was noted and no changes were proposed.		
<b>ECC/19/5/18</b>	<b>Learning Development and Wellbeing (People) Committee</b>	
<b>ECC/19/5/18. 1</b>	<b>Minutes and Action Log</b>	
The minutes and action log were noted and the People Committee Chair gave an update on the meeting. Good progress had been made with appraisals and performance management. The 9 box talent grid was being used for management of performance and development and a Talent Strategy setting out this was due to be considered by the Committee in term 1 2019.		
<b>ECC/19/5/18. 2</b>	<b>Culture Web</b>	
<p>The People Committee Chair presented the Culture Web and advised that this had been produced by the Committee and the Wider Leadership Group. This had arisen through consideration of culture issues with appraisals. We now needed to link the Culture Web with the Strategy to identify how the College's culture needed to change.</p> <p>The Principal advised that the Culture Web needed to consider the new EIF and how we needed to change to meet the new requirements.</p> <p>Governors noted that change was not going to happen overnight as cultural change took time. Identifying the current culture and blockages to change gave us the starting point.</p> <p>Governors challenged if the culture of the different campuses had been considered. The People Committee Chair advised that campuses and staff levels had all been considered in the web.</p> <p>Governors noted that too much compliance didn't make for a learning organisation and we needed to manage tensions and positive deviants to improve the College.</p> <p>The Principal commented that we needed wins and to celebrate those wins.</p> <p><b>Governors agreed the following actions:</b></p> <ul style="list-style-type: none"> <li>• <b>People Committee to identify the Culture Web the College requires to improve.</b></li> <li>• <b>People Committee to identify how the College's culture could be changed.</b></li> </ul>		

<b>ECC/18/5/19</b>	<b>Review of Meeting</b>	
	<ol style="list-style-type: none"><li>1. Confidential Items – As noted on the agenda</li><li>2. Risk Management: any issues discussed which may require an additional Assessment – none</li><li>3. Equality &amp; Diversity: any issues discussed which may require an additional Impact Assessment – None</li><li>4. Health &amp; Safety: any issues discussed which may require an additional Impact Assessment - none</li><li>5. Media: any issues discussed to inform local media – none</li><li>6. How did the meeting go – Good</li></ol>	