

## East Coast College Corporation Meeting 5<sup>th</sup> March 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) Peter Lavender (PL) David Carlin (DC) Mick Castle (MC) Saul Humphrey (SH) Debbie Pring (DP) David Hill (DH) Mike Dowdall (MD) and Stuart Rimmer (CEO/Principal)
<b>In attendance:</b>	Wendy Stanger (Director of Governance) Urmila Rasan (Deputy Chief Executive) and Paul Padda (Interim Vice Principal) Observer - Giles Kerkham (GK) Associate Governor Audit
The meeting commenced with a presentation from the Interim Vice Principal on ECC Tracking and Progress and a demonstration by the Deputy Chief Executive of the newly developed online dashboard.	
<b>ECC/19/03/1 Apologies and membership</b>	
<b>Action</b>	
<p><b>Apologies</b></p> <p>Apologies were received from Albert Cadmore (AC) Richard Durrant (RD) Andrew Timberlake (AT) and Gemma Head (GH)</p> <p><b>Membership</b></p> <p>Alan Debenham (AD) Tina Ellis (TE) Rob Evans (RE) David Hill (DH) Mike Burrows (MB) Mick Castle (MC) Stuart Rimmer (CEO &amp; Principal) Saul Humphrey (SH) Albert Cadmore (AC) Debbie Pring (DP) Peter Lavender (PL) Roger Cracknell (RC) David Carlin (DC) Andrew Timberlake (AT) Richard Durrant (RD) Gemma Head (GH) and Mike Dowdall (MC)</p> <p>Mike Dowdall as new Governor and Giles Kerkham Associate Governor Audit as an observer were welcomed to the meeting.</p> <p>Mick Castle who was stepping down as a Governor at the end of the meeting was thanked for his contribution and a small presentation was made.</p>	
<b>ECC/19/03/2 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, Tina Ellis and Stuart Rimmer as Directors of LOWES.</li> </ul> <p>It was agreed that these declarations didn't preclude full participation in the meeting.</p>	
<b>ECC/19/03/3</b>	<b>To approve the Minutes of the meeting of 4 12 18 and any other matters raised previously not otherwise included in the Agenda</b>
The minutes for the Corporation meeting of 4 12 18 were agreed as a true record of the meeting.	

<b>ECC/19/03/4</b>	<b>Review of Rolling Action Log</b>	
<p>The action log was reviewed and noted where the actions were on the agenda.</p> <p>ECC/17/11/4 – The Principal advised that an additional lease for part of Lound had been agreed and that the development of a civil engineering centre on site was being looked into.</p> <p>ECC/18/07/5 – The Principal advised that harmonisation of L6FC policies was progressing and would be considered by the joint union meeting next week.</p> <p>ECC/18/07/15 – The FE Choices Survey is currently being completed by students and will be reported to the Standards Committee.</p> <p>ECC/18/12/6 – The Deputy Chief Executive updated that a L6FC IT integration plan had commenced and related staff had changed their management reporting lines.</p> <p>ECC/18/12/10.1 – The Principal updated on progress with the appraisals. Managers had been given until the end of February to complete and disciplinary action would be taken where managers had not engaged. On the appraisal system there were now 267 signed off and 207 to be signed off. The 9 box performance grid results had been moderated by the SLG with 28% of staff exceeding expectations, 58% meeting and 14% below. Performance management was being put in place for those below expectations. L6FC staff were to be added to the 9 box grid after they had completed their appraisal process and Co-Educators after a Co-Educator standard had been set.</p> <p><b>It was agreed that the 9 box grid descriptors would be re-circulated to Governors</b></p> <p>The Chair of the People Committee advised that they had looked at the appraisal system in detail at their meeting and were not convinced that the current system was delivering what the College needed.</p> <p>Governors challenged how the 9 box grid and appraisals were linked to the teaching and learning outcomes in that area. The Principal advised that when the 9 box results were moderated by SLG they had taken into account student outcomes and other quality assurance measures. These should also have been taken into account by the managers when carrying out the appraisals.</p> <p>Governors commented that they were pleased with progress made but noted that there was still work to do to ensure that all staff had been appraised and performance management put in place where required. The Principal advised that SLG were reviewing progress on a weekly basis.</p> <p>ECC/18/12/13.1 – The Director of Governance advised that the walkthrough guidance and review form had been produced in conjunction with the Interim Vice Principal and was included on March’s Standards agenda for information and would then be used to record all future governor walkthroughs.</p>		<b>WS</b>
<b>ECC/19/03/5</b>	<b>Governance Update - written resolutions</b>	
<p>The Director of Governance presented the report. The written resolution process has been used on 1 occasion since the last meeting to agree to :</p> <ul style="list-style-type: none"> <li>• Confirm the Governance Remuneration and Search Committee’s recommendation to appoint Gemma Head and Mike Dowdall as independent governors. These appointments to be effective from 1/2/19.</li> </ul> <p>13 Governors returned the resolution and 100% were in favour of the resolution.</p>		



<p>quarter 3. The Chair of F&amp;GP advised that the committee had considered a midyear position statement with regards to the financial performance of Apprenticeships, Commercial, Maritime and Projects and would continue to monitor at each meeting.</p> <p>Governors challenged whether the financial effect of the lagged funding of 16-18 income had been included in the financial forecast. The Deputy Chief Executive advised the funding allocation had now been received and the claw back was less than allowed for in the 3 year financial forecast.</p> <p>Governors challenged if the capital project was on plan. The Principal advised that it was on programme and good progress had been made. The risk to the College had now reduced as the building was out of the ground and was nearly watertight.</p> <p>Governors commented that the funding for the cladding replacement was very positive news.</p>		
<b>ECC/19/03/9</b>	<b>Action Plans</b>	
<b>ECC/19/03/9.1</b>	<b>FEC Diagnostic Visit</b>	
<p>The Principal advised that the date for the review meeting had not been set. He would write to the FEC team with the updated action plan to demonstrate the progress the College had made.</p> <p>Governors commented that it was hoped that Ofsted would allow the College sufficient time to demonstrate progress. The Principal advised that Ofsted was fiercely independent from the FEC and viewed quality in a different way.</p>		
<b>ECC/19/03/9.2</b>	<b>Risks and Sensitivities</b>	
<p>The Deputy Chief Executive presented the action plan that set out how the College was addressing the risks and sensitivities identified in the Due Diligence report and its contents and actions were noted.</p>		
<b>ECC/19/03/10</b>	<b>To approve the notes of the Strategic Away Day 21 1 19 and any other matters raised not included in the agenda</b>	
<p>The notes of the Strategic Away Day of 4 12 18 were agreed as a true record of the day. Governors commented that the day had been a positive one and that they were excited by the College's development and ambitions.</p>		
<b>ECC/19/03/11</b>	<b>Strategic Plan - For Approval</b>	
<p>The Principal presented the Strategic Plan, this had been informed by the SLG Away Day and the Governors Strategic Away Day. The draft had been out to consultation with staff and the results of the consultation survey were included in the report. He reminded governors that this was a refresh of the current Strategic Plan and was based around the original 4 pillars. The branding had been refreshed around the key areas of provision.</p> <p>Governors commented that the targets were clear and we now needed to ensure that these were achieved. The Principal advised that the curriculum and financial plans including Estate Strategy would be based around achieving these targets.</p>		

<p>The Principal advised that as part of the Strategic Plan it was proposed to set up a company called Energy Coast Training Academy. This would manage all commercial provision and the planned consortium of training providers for Sizewell including supply chain and workforce recruitment. This would use LOWES as the delivery vehicle.</p> <p><b>Governors agreed the following actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Work in communities and related targets to be more clearly defined and demonstrate the potential.</b></li> <li>• <b>Agri-tech to be more detailed and demonstrate links to other areas of provision.</b></li> <li>• <b>To review to ensure that the Strategic Plan reflects the Industrial Strategy.</b></li> <li>• <b>Winning our market targets to be reviewed with participation given priority.</b></li> </ul> <p><b>Corporation resolved that subject to the actions noted to:</b></p> <ul style="list-style-type: none"> <li>• <b>Adopt the Strategic Plan 2019-2020 and</b></li> <li>• <b>Set up the Company known as Energy Coast Training Academy, using LOWES as the delivery vehicle.</b></li> </ul>		<p>SR</p> <p>SR</p> <p>SR</p> <p>SR</p> <p>VB/WS</p>
ECC/19/03/1 2	<b>Finance and General Purposes Committee</b>	
ECC/19/03/1 2.1	<b>Minutes and Action Log</b>	
<p>The minutes and action log were noted and the Chair gave an update on the meeting. He advised that the Committee had been monitoring the merger savings that had been detailed in the original plan, this had now been concluded with the majority of savings achieved.</p> <p>The Deputy Chief Executive advised that the sub-contracting report as noted in the minutes had been considered by ESFA and permission granted for subcontracting of £150k.</p>		
ECC/19/03/1 2.2	<b>Management Accounts - December</b>	
<p>The Chair of F&amp;GP advised that Income is under profile but offset by savings in pay and non-pay. Concerns had been raised about the effect of staff vacancies and this had been referred to the People Committee for them to review.</p>		
ECC/19/03/1 2.3	<b>Insolvency Regime</b>	
<p>The Director of Governance presented the Insolvency Regime guidance and advised that the new intervention regime was due to be published in April. There would be one form of intervention rather than an ESFA and a FEC one.</p>		

ECC/19/03/1 2.4	<b>Confidential Contracting Out - Cleaning and Catering Services Update</b>	
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The Deputy Chief Executive presented the confidential contracting out report for cleaning and catering.

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**Corporation resolved to:**

- **proceed with a joint tender for catering and cleaning to cover all campuses, with a contract start date of August 19.**

ECC/19/03/1 2.5	<b>Contracting Out - Payroll Services</b>	
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The Deputy Chief Executive presented the confidential tender report.

<b>ECC/19/03/1 3</b>	<b>Quality and Standards Committee</b>	
<b>ECC/19/03/1 3.1</b>	<b>Minutes and Action Log</b>	
The minutes and action log were noted and the Chair gave an update on the meeting. The committee is focusing on ensuring that the data is robust and that the quality improvements required are achieved. There was also a need to further develop the student voice.		
<b>ECC/19/03/1 4</b>	<b>Audit Committee</b>	
<b>ECC/19/03/1 4.1</b>	<b>Minutes and Action Log</b>	
<p>The minutes and action log were noted and the Chair gave an update on the meeting. The committee had held an additional meeting to review the BCP, Regularity Manual, Business Continuity Plan and Due Diligence report.</p> <p>The Committee had noted that HE income had been assessed as low risk in the due diligence report and the committee felt that this was not a low risk to the College given the current fee review.</p> <p><b>Governors agreed the following action:</b></p> <ul style="list-style-type: none"> <li>• <b>HE Fee review to be modelled to assess the effect on income of a fee reduction and/or differentiated fee levels.</b></li> <li>• <b>HE income to be included as a risk in the reviewed risk register.</b></li> </ul>		
<b>ECC/19/03/1 4.2</b>	<b>Board Assurance Framework</b>	
<p>The Audit Committee Chair advised that the Committee had reviewed the framework at 2 meetings and welcomed its introduction.</p> <p>The Deputy Chief Executive presented the framework and advised that The Corporate Governance and Board Assurance Framework underpins the implementation of the instrument and articles and standing orders of the Corporation. The framework is supported by the Business Continuity Plan and Regularity Proprietary and Compliance Manual.</p> <p><b>The Corporation resolved to:</b></p> <ul style="list-style-type: none"> <li>• <b>adopt the Corporate Governance and Board Assurance Framework, including revised risk register format.</b></li> </ul>		
<b>ECC/19/03/1 4.3</b>	<b>Regularity Manual</b>	
The Audit Committee Chair advised that the Committee had reviewed the manual and was recommending its adoption. The Committee would review its implementation and had added an internal audit of it into the Audit Programme for 19/20.		

	<p>The Deputy Chief Executive advised that the manual applies to all policies, procedures and strategies of the College and it should be read in conjunction with them. It sets out the College's policies relating to financial control</p> <p><b>The Corporation resolved to:</b></p> <ul style="list-style-type: none"> <li>• <b>adopt the Regularity Propriety and Compliance manual.</b></li> </ul>	
<p><b>ECC/19/03/1 4.4</b></p>	<p><b>Business Continuity Plan</b></p>	
	<p>The Audit Committee Chair advised that the Committee had reviewed the Plan at 2 meetings and welcomed its introduction.</p> <p><b>The Corporation resolved to:</b></p> <ul style="list-style-type: none"> <li>• <b>adopt the Business Continuity Plan</b></li> </ul>	
<p><b>ECC/19/03/1 5</b></p>	<p><b>Learning Development and Wellbeing (People) Committee</b></p>	
<p><b>ECC/19/03/1 5.1</b></p>	<p><b>Minutes and Action Log</b></p>	
	<p>The minutes and action log were noted and the Chair gave an update on the meeting. The Committee had considered the appraisal process and performance management in detail and he was pleased to see that progress had been made. The Committee are to produce a Culture Web to help ensure that ECC's culture is understood and how it needs to evolve.</p> <p>The Principal advised that there was a need for an ambitious culture to meet the ambitions of the Strategic Plan. The draft Culture Web would be considered by the Wider Leadership prior to its consideration by the next People Committee.</p>	
<p><b>ECC/19/03/1 6</b></p>	<p><b>Estates Committee</b></p>	
<p><b>ECC/19/03/1 6.1</b></p>	<p><b>Minutes and Action Log</b></p>	
	<p>The minutes and action log were noted and the Chair gave an update on the meeting and project progress. He advised that the Energy Centre was on target both financially and timeline.</p> <p>The Principal advised that the risk with the cladding project was the fixings as it was unclear on their condition until the cladding was removed.</p>	
<p><b>ECC/19/03/1 6.2</b></p>	<p><b>Terms of Reference</b></p>	
	<p>The Director of Governance advised that the terms of reference for the Estates Committee had been updated to delegate to them the oversight of the cladding project. The revised terms of reference have had added:</p> <ul style="list-style-type: none"> <li>• <i>The Corporation has delegated its responsibilities for College estates and to oversee the discharge of the Corporation's responsibilities for the proper management of the resources and assets of the College in respect of the Cladding project. This was confirmed at the Corporation meeting on 5 3 19.</i></li> </ul>	

<b>The Corporation resolved to</b>		
<ul style="list-style-type: none"> <li>• <b>approve the revised terms of reference for the Estates Committee.</b></li> </ul>		
<b>ECC/18/12/1 5</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 – HE income</li> <li>3. Equality &amp; Diversity: any issues discussed which may require an additional Impact Assessment – Strategic Plan</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 – Strategic Plan</li> <li>6. How did the meeting go – presentations had been useful and informative.</li> </ol>		

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