

East Coast College Corporation Meeting 4th December at 5.00pm

Great Yarmouth Board Room

Present:	Mike Burrows (MB) Tina Ellis (TE) Rob Evans (RE) Roger Cracknell (RC) Albert Cadmore (AC) Alan Debenham (AD) Peter Lavender (PL) Tina Ellis (TE) David Carlin (DC) Karen Knight for items 1 to 8 (KK) Rob Evans (RE) Richard Durrant (RD) and Judy Nichols (JN)
In attendance:	Wendy Stanger (Director of Governance) Urmila Rasan (Interim Deputy Chief Executive) and Vicky Beck for items 1 – 8 (Director of Business Development and Communications.)
ECC/18/12/1 Apologies and membership	Action
<p>Apologies</p> <p>Apologies were received from Stuart Rimmer (CEO/Principal) Mick Castle (MC) Saul Humphrey (SH) Debbie Pring (DP) Andrew Timberlake (AT) and David Hill (DH)</p> <p>Membership</p> <p>Alan Debenham (AD) Tina Ellis (TE) Rob Evans (RE) David Hill (DH) Mike Burrows (MB) Mick Castle (MC) Stuart Rimmer (CEO & Principal) Saul Humphrey (SH) Albert Cadmore (AC) Karen Knight (KK) Debbie Pring (DP) Peter Lavender (PL) Judy Nichols (JN) Roger Cracknell (RC) David Carlin (DC) Andrew Timberlake (AT) and Richard Durrant (RD)</p>	
ECC/18/12/2 Declarations of Interest	Action
<p>There were the following declarations of interest:</p> <ul style="list-style-type: none"> • Mike Burrows, Tina Ellis and Vicky Beck as Directors of LOWES. • Wendy Stanger, Judy Nichols and Vicky Beck in item 10.2 Pay Review. <p>It was agreed that these declarations didn't preclude full participation in the meeting.</p>	
ECC/18/12/3	To approve the Minutes of the meeting of the of ECC 25 9 18 & 13 11 18 and L6FC 11 7 18 and any other matters raised previously not otherwise included in the Agenda
<p>The minutes for the ECC Corporation meetings of 25 9 18 and 13 11 18 were agreed as a true record of the meeting.</p> <p>The minutes for the L6FC Corporation meeting of 11 7 18 were accepted.</p>	

ECC/18/12/4	Review of Rolling Action Log	
<p>ECC/17/11/4 Sale of Lound - The Director of Governance updated the Corporation on the current progress with the re-marketing and proposals that had been received.</p> <p>ECC/17/11/9 Template for reporting to Quality and Standards - The Chair of Quality and Standards advised that the Interim Director of Quality had produced the report for the next committee in the draft format. This format would be subject to review.</p> <p>ECC/18/07/5 Review of Governance – to be discussed at the Corporation’s away day.</p> <p>ECC/18/07/5 Harmonisation of L6FC Policies – The Director of Governance advised that the Learning Development and Wellbeing Committee had received a policy review schedule. The Chair advised that the Unions had agreed to withdraw the planned November strike action and that there had been positive progress.</p> <p>ECC/18/07/15 Student feedback – the Director of Governance advised that this was feedback from other sources in addition to the formal student surveys.</p> <p>ECC/18/11/4 Market assessment – The Director of Business Development and Communications advised that the assessment was being updated for the strategic away day.</p>		
ECC/18/12/5	Governance Update including written resolutions and use of College Seal	
<p>The Director of Governance presented the report.</p> <p>The written resolution process has been used on 1 occasion since the last meeting to agree to:</p> <ul style="list-style-type: none"> • Appoint Kirk Lower as Associate on Learning Development and Wellbeing as of 1 8 18. • Appoint Gemma Head as Associate on Learning Development and Wellbeing and Quality and Standards as of 1 11 18. <p>And</p> <ul style="list-style-type: none"> • Appoint Giles Kerkham as Associate on Audit as of 1 1 19. <p>15 Governors returned the resolution and 100% were in favour of the resolution.</p> <p>The Director of Governance advised that the Staff Governor based at the Lowestoft Campus vacancy had been advertised and only 1 application had been received.</p> <p>Corporation resolved to:</p> <ul style="list-style-type: none"> • Appoint Jane Fermor as a staff governor <p>Corporation resolved to note that:</p> <ul style="list-style-type: none"> • The seal had been attached to the document transferring the nursery undertakings to the Great Yarmouth Community Trust. • The written resolution regarding appointment of Governors had been passed. 		
ECC/18/12/6	FE Commissioners Report	
<p>The Chair presented the draft report, the visit had been a positive one with the FEC team recognising the changes and improvements the College was making. The recommendations would be included in an action plan overseen by the Deputy</p>		

Chief Executive and the Principal would write back to the FE Commissioner thanking his team for their visit and setting out how we were to address their recommendations.

Governors commented that they were pleased that the report recognised that *...the improvements in systems and culture put in place over the last six months may not show immediate impact but there is an expectation that learner outcomes and achievements will show noticeable improvement by the end of the 2018-19 year.* They hoped that Ofsted would note and also take this approach.

Governors raised concern about the comments regarding the L6FC and mention of a sixth form centre approach. The Director of Governance advised that the main comments at the feedback meeting were in relation to recognising the sensitivities of the sixth form. The Interim Director of Quality advised that the comment in relation to the sixth form centre was to note that the FEC were pleased that ECC was maintaining a sixth form college ethos and identity as distinct from a sixth form centre. The Chair noted that the sensitivities had not been helped by the Union action and it was hoped that now the planned November action had been withdrawn positive progress could be made.

Governors discussed the need to have an Ofsted nominee that knew all provision and that L6FC would only be considered as one part of the overall provision. The Interim L6FC Principal commented that the L6FC provision was not a complicated one.

Governors agreed that there was a need for a L6FC integration plan as was noted in the FEC's recommendations and that a change management strategy for this needed to be adopted. They recognised that ECC had a lot to learn from the good practises at L6FC and were pleased to note that this sharing had commenced.

Governors queried if the application to the Transaction Unit for the RF loan to be converted into a grant had been approved. The Interim Deputy Chief Executive advised that it had been refused due to the amount of cash the college was holding. The College will need to make a decision in January on whether it applies for the transaction unit facilities and this will be dependent on the results of the current due diligence. This report is due 10/1/19 and will be considered at the quarterly review meeting. RSM are also currently querying the amount of cash held as this is higher than previous models forecast.

Governors agreed the following actions:

- **Principal to write to the FE Commissioner thanking his team for their visit and setting out how we were to address the recommendations.**
- **Deputy Chief Executive to produce action plan to address the recommendations which would be reviewed by the Audit Committee and the Corporation.**
- **Change management strategy to be produced for the integration of L6FC into the culture and systems of ECC.**

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ECC/18/12/7

Quality Update

The Interim Director of Quality presented the update, a further detailed report would be considered by next week's Quality and Standards meeting. The report also included an update on the subcontracted provision. The Student Survey had, had lower than expected response rate and the Assistant Principals were meeting with their managers to address this. Due to the low response rate the survey had been re-opened. The Assistant Principals would follow up the areas with a negative response through student focus groups and smaller meetings within specific curriculum areas.

Governors challenged if the subcontracting provision was also subject to quality controls. The Interim Director of Quality advised that there was good communications with the providers with monthly review meetings held, spot checks were carried out and observations using the RED system were due to commence in January.

Governors challenged if maths and English was the main risk. The Interim Director of Quality advised that it was and that attendance and results needed to improve in order for the College overall to improve. The Chair of Quality and Standards advised the Corporation that the Committee had asked for an improvement strategy to be produced for both maths and English and that improvements needed to be seen over the next few months for it to have an impact. These strategies needed to have regard to good practise at other colleges.

Governors commented that on a recent maths learning walk they had attended the engagement in the lesson had been good but attendance had been poor.

Governors commented that if there were unmissable lessons then attendance and results would improve and this should be the College's aim.

The Interim Director of Quality advised that there were simple things that could be done to help improve maths and English for instance by inviting the maths and English specialists to team meetings and changing the terminology away from the concept of failure and relate the lessons back to employability.

Governors commented that the RED system was an improvement but we also needed to recognise that the Curriculum Managers had a day job and we needed to allow time for the system to embed to be able to evaluate it. The improvements made needed to be sustainable ones.

The Interim Director of Quality advised that the learning walks carried out by both the Assistant Principals and the Curriculum Managers had identified a mixed picture of teaching quality and were reflective of the comments in the Ofsted report. There were some good practices emerging but it was too early to measure. A quality audit of markbook had found that the commentary needed more work and that the targets set were not always SMART. Additional staff training had been arranged.

Governors challenged when the next Ofsted inspection was likely to take place. The Interim Director of Quality advised that a monitoring visit would take place first to ascertain what progress had been made since the last inspection. Governors commented that they hoped that Ofsted took regard to the comments in the FE Commissioners report and allowed the College time to improve.

	<p>The Interim Director of Quality advised that an Ofsted ever ready plan was to be discussed at next weeks Quality and Standards Committee, this detailed roles and responsibilities and timetable in event of an inspection. Position papers were to be produced for each area of the Common Inspection Framework and these would be shared with Governors.</p> <p>The Interim Director of Quality advised that is proposed that the Common Inspection Framework is replaced by the Education Inspection Framework the categories of judgement are proposed as:</p> <ul style="list-style-type: none"> • Quality of Education • Personal Development • Behaviour and attitudes • Leadership and management. <p>The changes are designed to look at how providers achieve the results. In addition, the Inspectorate are keen to understand the curriculum being offered to ensure it is “broad, rich and deep and does not lead to teaching to the test.”</p> <p>Governors concluded that there were signs of progress but there was still a lot of work to do to improve teaching and learning. This included addressing longstanding and deep rooted issues with poor lessons, progress recording and maths and English. It was positive that we were now receiving accurate and timely data that could be triangulated to the survey results and the governor walkthroughs.</p>	
ECC/18/12/8	Quarter 1 Review	
ECC/18/12/8.1	Principals Report	
	<p>The Deputy Chief Executive presented the report. The quarter 1 review had been submitted early and this was helping relations with the Transaction Unit. The quarter 1 papers are the basis of the due diligence currently being carried out.</p> <p>Governors challenged what action was taking place to improve the College’s reputation. There was a need to be more pro-active in getting good news stories into the local media. The Director of Business Development and Communications advised that unique selling points were being produced for our different products and will be used in our communications. These were being developed for the sub brands and the College overall. This was already used successfully by L6FC. The work with schools was also important to improve our reputation.</p> <p>Governors commented that consideration should also be given to the colours used to ensure that adverts placed were vibrant and eye catching and the visuals need to play out in all mediums.</p>	
ECC/18/12/8.2	Transaction Unit monitoring model	
	The Transaction Unit monitoring model was noted.	
ECC/18/12/8.3	KPI Dashboard and Financial KPI targets	
	<p>Governors commented that it was useful that the trends and targets were included as this clearly showed a direction of travel. These KPIs could be triangulated to the narrative and information included in the reports.</p> <p>They challenged why the Adult Classroom based was predicting a shortfall. The Interim Deputy Chief Executive advised that it likely that we would achieve similar to the previous year’s outturn.</p>	

The Chair of Learning Development and Wellbeing Committee advised that the Committee areas KPIs were being reviewed to see if they were the appropriate ones to use.		
ECC/18/11/8.4	Departmental Contribution Rates	
<p>Governors commented that the contribution rates were a concern. The Director of Governance advised that the 50% contribution rate was that set by the Transaction Unit and if courses were under that an explanation had to be given.</p> <p>The Interim Deputy Chief Executive advised that the FE Commissioners had commented that they were looking for over 40% as an overall contribution. To increase contribution rates consideration needed to be given to average class sizes, staff utilisation and methods of learning. This all needed to take account of quality and would be looked at in detail through the curriculum planning process. The 3 year financial forecast demonstrated that we were not making surpluses to invest back into the College and one way of achieving this was by improving contribution rates.</p> <p>Governors commented that the contribution rates needed to be realistic and allow for differential contributions. The Interim Deputy Chief Executive advised that the KPI would be based on the overall College contribution rate.</p>		
ECC/18/11/8.5	Apprenticeship Profile	
The Director of Business Development and Communications advised that the apprenticeship income had been re-profiled. It identifies that we are under our income targets and to address this we are introducing in year recruitment and higher value courses.		
ECC/18/11/8.6	Cashflows - weekly and Energy Centre	
Governors noted the cashflow analysis.		
ECC/18/11/8.7	Bank Reconciliations	
<p>Governors noted the bank reconciliations.</p> <p>The Chair commented that the bank reconciliations were included as these had previously highlighted the issues with inaccurate financials with items not being reconciled.</p>		
ECC/18/11/8.8	Minutes of the monitoring meeting 13 11 18	
The minutes of the monitoring meeting were noted. The Chair advised that these meetings had become more positive now the financials were accurate and timely.		
ECC/18/11/9.0	Audit Committee	
ECC/18/11/9.1	Minutes and Action Log	
The Audit Chair gave a summary of the meeting. The action plans for Due Diligence and Internal Audit Recommendations were noted as complete. Substantial assurance was given in the Progress Process Audit. An action tracker		

	<p>would be used for future Internal Audit recommendations and reviewed at each meeting to ensure that recommendations were being implemented by the College. A follow up Internal Audit in the Autumn term would review progress on implementation of actions.</p> <p>An action tracker would be used to monitor recommendations from the External Audit Management Letter, FEC Report and the current Due Diligence.</p> <p>Internal Audit plan and reports were considered including an advisory report on subcontracting that had a number of concerning actions raised. The Committee were assured that these were being addressed.</p>	
ECC/18/12/9.2	Audit Committee Annual Report	
	<p>The Chair of Audit presented the annual report which set out the Committee's work during the year. The report recognises the difficulties encountered with the financial controls and processes during 17/18. It reflected the Annual Internal Audit Report. The Committee were disappointed with RSM's conclusion but recognised that it was a fair one given the issues in 17/18. The Committee had been assured by the Progress Process Audit, FEC Report and Annual Accounts Management Letter that the issues have been addressed and appropriate processes put in place.</p> <p>Governors challenged if there were any implications from the Internal Audit's Annual Report's conclusions to the funders. The Interim Deputy Chief Executive advised that the funders were awaiting the conclusions of the additional due diligence work and that this should assure them that the issues had been managed and resolved.</p> <p>The Chair of Audit advised that as mentioned in the annual report each Audit Committee commenced with a private session with the auditors only. This enabled both the auditors and governors to discuss areas of concern without officers present.</p> <p>The Chair of Audit advised that it was not compulsory to have an Internal Audit service but the committee continued to advise that this service should be provided so as to give assurance to the Corporation and this was justified by the findings in the Internal Audit Reports. The aim of all reports should be at least reasonable assurance. It was noted that neither L6FC nor Lowestoft College previously had an Internal Audit Service.</p> <p>The Chair of Audit advised that the terms of reference, contained at appendix 1 required item 13 to be amended as follows:</p> <ul style="list-style-type: none"> • <i>To recommend the annual financial governance statements to the governing body for approval.</i> <p>Governors resolved to adopt the Audit terms of reference with the addition as noted.</p>	
ECC/18/12/9.3	Management letter and Annual Accounts East Coast College	
	<p>The Chair of Audit advised that the auditors had been complementary about the financial team and the external audit process. The audit had been much smoother</p>	

	<p>than they were expecting given the previously discussed financial issues. Their findings had been set out in the Management Letter which the Committee had considered.</p> <p>The Director of Governance advised that the LOWES Board had approved LOWES's accounts at its earlier Board meeting.</p> <p>The Corporation resolved to</p> <ul style="list-style-type: none"> • Note the LOWES accounts. <p>The Corporation resolved to approve:</p> <ul style="list-style-type: none"> • The 2017/18 ECC Annual Accounts • The Management Letter and • Letter of representation. 	
ECC/18/12/9.4	Management Letter and Annual Accounts Lowestoft Sixth Form College	
	<p>The Chair of Audit advised that the final accounts for L6FC were satisfactory. There was an issue with a lease that needed addressing and the Audit Committee had set actions for this to be resolved.</p> <p>Governors challenged what effect the merger had on the College's financial position. The Interim Deputy Chief Executive advised that the merger had helped improve the College's solvency and had strengthened the balance sheet by improving the gearing ratio.</p> <p>The Corporation resolved to approve:</p> <ul style="list-style-type: none"> • The 2017/18 L6FC Annual Accounts • The Management Letter and • Letter of representation. 	
ECC/18/12/9.5	Risk Register - Current Format Oct Review	
	<p>The Chair of Audit commented that the Committee had been concerned about the number of red risks.</p> <p>The Director of Governance advised that each Committee receives their relevant sections of the risk register and the Corporation receives the top and new risks.</p> <p>The Chair of Audit advised that the Audit Committee was asking each Committee to review their risks and report to the Audit Committee on the risks that they are facing and how these are being managed. He reminded the Corporation that the management of risk is the responsibility of all governors.</p>	
ECC/18/12/9.6	Board Assurance Model and Revised Risk Register - Draft	
	<p>The Chair of Audit advised that the draft Board Assurance Model and revised Risk Register had been considered by the Audit Committee. It would be further considered at an additional Audit Committee in January. The proposed risk register would be split between Strategic, Tactical and Operational risks. The Director of Governance advised that this would allow the risk register to be drilled down from the strategic risk to its related tactical and operational risks.</p>	

<p>Governors discussed the training required for them to manage risk effectively and it was agreed that a 'risk workshop' style event should be held. This would identify the key risks that the organisation faced.</p> <p>Governors agreed the following actions:</p> <ul style="list-style-type: none"> • Risk Workshop to be arranged. 		UR/WS
ECC/18/12/9.7	Business Continuity Plan - Draft	
<p>The Chair of Audit advised that the draft Business Continuity Plan had been discussed by the Audit Committee and it had been agreed that it could be used whilst being amended. It would be considered further at the additional Audit Committee in January.</p>		
ECC/18/12/9.8	Regularity Propriety and Compliance Manual - Verbal Update	
<p>The Chair of Audit advised that a verbal update on the production of the Regularity Propriety and Compliance Manual had been considered. The drafted manual would be considered by the additional meeting in January.</p>		
ECC/18/12/10	Learning Development and Wellbeing Committee	
ECC/18/12/10.1	Committee Update - Verbal update	
<p>The Learning Development and Wellbeing Committee Chair gave an update on the meeting. The main concern of the meeting had been the lack of engagement with the appraisal process. All appraisals were due to be completed by end of December and at the time of the report only 29 had been completed. There is a direct link between appraisals and improvement in quality with a risk to the college's improvement programme if appraisals aren't completed.</p> <p>Governors commented that this was a risk to the College as the Ofsted rating could not be improved unless we could demonstrate improved performance. By not engaging in the process managers were showing a lack of understanding and value and respect of the process. For staff development it was key that there was an effective appraisal process in place linked to CPD and talent management.</p> <p>The Interim Director of Quality commented that this non-compliance and apathy would directly affect the Ofsted Leadership and Management grade.</p> <p>Governors noted that a number of managers had an unrealistic number of direct reports and therefore appraisals to complete and that managers were having to prioritise lots of issues.</p> <p>Governors challenged if there was a change management programme in place. The Chair advised that ECC has been through a massive period of change and this had been managed by transition plans and a Transition Director. This was now reflected in the individual QIPs and the action plans of Ofsted, FEC, Due Diligence and Internal Audit recommendations.</p> <p>The Director of Governance advised that non-completion of appraisals had been an issue pre-merger.</p>		

Governors agreed the following actions:		
	<ul style="list-style-type: none"> • Appraisal process to be referred back to the Senior Leadership Team for them to address the process and management culture of non-completion. To include consideration of appraisal timetable, training for appraiser and appraisee and the number of appraisals that managers are required to complete. • Appraisals to operate as a cascade of objectives from the top down. • All manager's appraisals to include an objective to complete appraisals. • Weekly report on appraisal completions to be reported to the Chair of the Learning Development and Wellbeing Committee. • Appraisal completion to be included as a KPI for the Learning Development and Wellbeing Committee. • Completion of appraisals to be included in all QIPs. 	<p>SR</p> <p>SR</p> <p>All managers</p> <p>AW</p> <p>AW</p> <p>All managers</p>
ECC/18/12/10.2	Pay Review	
<p>The Chair of the Learning Development and Wellbeing Committee presented the report and the union comments on the proposals.</p> <p>The Director of Governance advised that the Finance and General Purposes Committee had been assured that the College's proposals were affordable. The Interim Deputy Chief Executive advised that she had allowed 1% award for this and next year in the 3 year financial forecast, this 1% equated to a 2% award payable in January 2019 with no backdating.</p> <p>The Chair of the Learning Development and Wellbeing Committee commented that the award needed to be affordable as we couldn't risk destabilising the financial position. The proposals from the Unions were not affordable.</p> <p>Governors challenged given the discussions on for example non-compliance with appraisals was it appropriate to make an award. The Chair commented that we should not be seen to be rewarding poor performance and the report recognised that the award included within the review was based on a position of improved quality and outcomes for students and a period of financial stability that has been recognised via self-assessment and external audit. We also needed to address the issue of pay to both retain and recruit staff.</p> <p>Governors resolved to approve :</p> <ol style="list-style-type: none"> 1. A 2% pay rise, paid in January 2019 (not backdated) at a cost of £187k in 2018/19. 2. The Curriculum Manager role is moved from Band J to Band K effective January 2019 at a cost of £3.5k in Jan 2019 3. The Co-Educator Role is moved from Band B to Band C effective Jan 2019 at a cost of c£60k for full time and fractional staff. Sessional staff would increase from £8.85 to a minimum of £9.27ph plus on costs and holiday pay. 4. That points 21 and 23 of the lecturers scale are removed from use effective Jan 2019. There is no cost implication of this change. 		

ECC/18/12/10. 3	Staff Survey Presentation	
<p>The Learning Development and Wellbeing Chair advised the Corporation that the survey results had been discussed at the Committee. The Committee had noted their disappointment in the low response rate and had asked for strategies to improve this including consideration of the survey timeline. He noted that the survey results reflected the previous discussions on appraisals.</p> <p>Governors commented that one way to improve the response rate was to demonstrate that the survey results had been acted on.</p> <p>The Director of Governance advised that the presentation to staff included in the pack set out how the College was addressing the results. This had been included with the cascade that had been sent to all staff today.</p>		
ECC/18/12/11	Estates Committee	
ECC/18/12/11. 1	Minutes	
<p>The minutes were noted and the Director of Governance advised that the project was on budget and on plan for the September opening.</p>		
ECC/18/12/11. 2	VAT Report	
<p>The Director of Governance advised that the report had been considered by the Estates Committee, Finance and General Purposes Committee and the LOWES Board and they had all been in favour of the group VAT registration.</p> <p>The Interim Deputy Chief Executive advised that if the Corporation agreed to proceed with the group registration RSM would be engaged to progress the application. The partial exemption formula could take up to 2 years to be agreed with HMRC and it would require improvements to the accounting systems to ensure that income counted as commercial by HMRC could be correctly identified. The use of the Energy Centre would need to be monitored for a period of around 10 years. If the level of exempt or non-business use increases during that period of time, a VAT charge will crystallise and this would need to be allowed for.</p> <p>Governors discussed the proposals and the risks involved.</p> <p>Governors resolved to approve the RSM recommendation to pursue a group registration option and noted that this will require HMRC agreeing a partial exemption special method as a result of introducing additional taxable income to ECC.</p>		UR
ECC/18/12/11. 3	Estates Committee Terms of Reference	
<p>The Director of Governance advised that the change proposed for the terms of reference was that the Corporation delegates to the Estates Committee responsibility for the oversight of the College Estate Strategy. The reviewed Estates Strategy would be reported to Corporation for adoption and would be produced in</p>		

<p>conjunction with Fusion, a copy of their proposed scope and methodology had been included in the papers.</p> <p>The terms of reference had also had the term IOT changed to Energy Centre.</p> <p>Corporation resolved to:</p> <ul style="list-style-type: none"> • Delegate its responsibilities for oversight of the College Estates Strategy review to the Estates Committee. • Adopt the revised terms of reference for the Estates Committee. <p>It was noted that the reviewed Estates Strategy will be reported to Corporation for adoption.</p>		
ECC/18/12/12	Finance and General Purposes Committee	
ECC/18/12/12.1	Minutes and Action Log	
The minutes and action log were noted.		
ECC/18/12/12.2	Management Accounts October	
<p>The Interim Deputy Chief Executive presented the accounts, which were in the new agreed format that had been agreed with the Finance and General Purposes Committee. These were showing that we were underspending on both pay and non-pay. The non-pay was due to departments not spending to profile and the pay due to the current 39 vacancies. Income is on target apart from commercial and apprenticeships.</p> <p>Governors challenged what action was being taken to address the shortfall. The Interim Deputy Principal advised that the Director of Business Development and Communications was producing an action plan on how to address the shortfall.</p> <p>Governors agreed the following action:</p> <ul style="list-style-type: none"> • A report on the plan to address the shortfall in commercial and apprenticeships to be presented to the February Finance and General Purposes Committee. 		VB
ECC/18/12/12.3	3 year Financial Forecast	
The Interim Deputy Chief Executive presented the 3 year financial forecast. This was a revision from that adopted in July by the Corporation. This was to be re-submitted to the ESFA together with the financial statements. The key objective was to achieve the Corporation's target of a good financial health. This had been achieved, but was a borderline good.		

Governors challenged if the good financial rating was now secure. The Interim Deputy Chief Executive advised that due to the good progress that had been made she didn't see a risk to the good rating.

Governors challenged if changes in curriculum would be required. The Interim Deputy Chief Executive advised that for 19/20 there was a lagged funding reduction of £1/2 million which would need to be addressed through the curriculum planning process. This curriculum plan would also need to consider the contribution rates.

Governors resolved to approve the revised 3 year financial forecast for submission to the ESFA.

**ECC/18/12/12. Outsourcing Cleaning and Catering
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The Chair advised that the outsourcing proposals were to align the services across all campuses. By outsourcing we would reduce our gender pay gap and improve the KPI pay as a percentage of income and allow the College to focus on its core business.

The Interim Deputy Chief Executive advised that there were currently 8 vacancies for cleaning and by outsourcing this would pass that risk to the service provider.

Governors challenged why the areas couldn't be used as an opportunity for students work experience. The Interim Director of Quality advised that the student refectories wouldn't give the students the breadth of skills and experience required for their curriculum. This experience is provided through the College's 2 training restaurants and external work experience.

Governors challenged if the College had the capacity to monitor the contracts to ensure that value for money and quality was maintained. The Chair advised that the College already had experience of monitoring contract as 2 out of 3 of the areas were already outsourced.

The Director of Governance advised that the proposal was to outsource the catering at Great Yarmouth campus and the cleaning at Lowestoft campus and that a Governor would be included on each tender panel.

Governors resolved that:

- **The Senior Leadership Group continue to the next stage of procurement for the outsourcing of cleaning services at Lowestoft Campus.**
- **The College proceeds to advertise for tender the provision of all catering at ECC to the wider market. A report will be provided to Corporation in May 2019 to update on the procurement process and seek approval prior to letting any contract.**

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One Governor voted against the resolution.

	<p>The Chair advised that the Principal would like to set up a new subsidiary company to create a brokerage service for a project with EDF. He was seeking permission at this stage to proceed with a detailed proposal to be presented at a future meeting. The proposed name is East Anglian Energy Training Agency and the aim is to rival the EIOT but for all skills below level 4.</p> <p>Governors agreed the following action:</p> <ul style="list-style-type: none"> • The Principal to produce a detailed proposal for the proposed East Anglian Energy Training Agency. 	SR
ECC/18/12/12. 5	Health Safety and Wellbeing Policy and Annual Report	
	<p>The Director of Governance advised that this policy had been recommended for adoption by the Finance and General Purposes Committee. That Committee had also reviewed the Health and Safety Annual Report but was included as Health and Safety is a Corporation responsibility.</p> <p>Governors resolved to approve the Health Safety and Wellbeing Policy.</p>	
ECC/18/12/12. 6	Terms of Reference	
	<p>The Director of Governance advised that the terms of reference had been revised to reflect that the 'people' element of the Committee's work was now the responsibility of the Learning Development and Wellbeing Committee.</p> <p>The Chair of Audit advised that the terms of reference for the Finance and General Purposes Committee required the addition of:</p> <ul style="list-style-type: none"> • To recommend the annual financial statements to the governing body for approval. <p>Governors resolved to adopt the Finance and General purposes terms of reference with the addition as noted.</p>	
ECC/18/12/13	Quality and Standards Committee	
ECC/18/12/13. 1	Minutes and Action Log	
	<p>The Chair of Standards gave an update on the Committee. He advised that the meetings were now commencing at 4.30pm to allow a presentation at each meeting from a different curriculum area. The Committee had agreed that a Maths and an English Strategy for quality improvement was required and that the QIP needed to be sharper. Work is ongoing with the Interim Director of Quality on the standard template to be used to report to the Committee.</p> <p>The Chair raised concerns about the number of managers that attended the Quality and Standards meeting and whether this was sustainable given the competing demands on their time. Their attendance also meant that on occasion the</p>	

<p>Committee became operational rather than strategic. He noted that Governors were carrying out walkthroughs and that guidance was required on this process.</p> <p>Governors challenged how the quality groups would report to the Committee. The Director of Governance advised that quality group's feedback would be a standing item on the agenda with the action points of the meeting included together with feedback from the link governor.</p> <p>Governors agreed the following action:</p> <ul style="list-style-type: none"> • Guidance on walkthroughs to be produced for Governors. 		SM
ECC/18/12/13. 2	HE Annual RIME Report	
<p>Governors noted the HE Annual RIME Report that had been recommended by the Quality and Standards Committee.</p> <p>The Director of Governance advised that the Quality and Standards Committee had commended the detailed report and agreed that they could recommend to the Corporation that assurance could be given to the funding body. She advised that the University of Suffolk was registered with the Office For Students and therefore had to complete the formal return but that it would be good practise to confirm our assurance for their records.</p> <p>The Corporation resolved that the HE assurance statement could be completed.</p>		SR
ECC/18/12/13. 3	Safeguarding Children and Vulnerable Adults Policy	
<p>Governors noted that the Policy had been recommended for approval by the Quality and Standards Committee.</p> <p>The Corporation resolved to adopt the Safeguarding Children and Vulnerable Adults Policy for academic year 2018/19</p>		
ECC/18/12/13. 4	Prevent Strategy	
<p>Governors noted that the Strategy had been recommended for approval by the Quality and Standards Committee.</p> <p>The Corporation resolved to adopt the Prevent Strategy for academic year 2018/19</p>		
ECC/18/12/15	Review of Meeting	
<ol style="list-style-type: none"> 1. Confidential Items – FE Commissioners report and pay review until announced to staff. 2. Risk Management: any issues discussed which may require an additional Assessment –.Appraisals not being completed 		

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| <ol style="list-style-type: none">3. Equality & Diversity: any issues discussed which may require an additional Impact Assessment – none4. Health & Safety: any issues discussed which may require an additional Impact Assessment - none5. Media: any issues discussed to inform local media – Good news stories to be shared. Consideration to be given to a retainer for press releases.6. How did the meeting go – a long meeting that identified a number of critical areas that require action and prioritising. | |
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Governance structure to be considered at away day.

WS

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