

## East Coast College Corporation Meeting 25 November at 3.00pm

### Great Yarmouth Board Room

<b>Present:</b>	Mike Burrows (MB) Tina Ellis (TE) Albert Cadmore (AC) Roger Cracknell (RC) Alan Debenham (AD) Jane Fermor (JF) Mike Dowdall (MD) Gemma Head (GH) Andrew Timberlake (AT) Debbie Pring (DP) Saul Humphrey (SH) Peter Lavender (PL) Giles Kerkham (GK) Rob Evans (RE) Stuart Rimmer (CEO/Principal)
<b>In attendance:</b>	Wendy Stanger (Director of Governance) Urmila Rasan (Deputy Chief Executive) and Paul Padda (Vice Principal)
<b>ECC/19/11/1 Apologies and membership</b>	<b>Action</b>
<p><b>Apologies</b></p> <p>Apologies were received from David Hill (DH)</p> <p><b>Membership</b></p> <p>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) Gemma Head (GH) Mike Dowdall (MC) and Giles Kerkham (GK)</p>	
<b>ECC/19/11/2 Declarations of Interest</b>	<b>Action</b>
There were no declarations of interest in relation to the meeting's business.	
<b>ECC/19/11/3</b>	<b>To approve the Minutes of the meeting of 17 09 19 and any other matters raised previously not otherwise included in the Agenda</b>
The minutes for the Corporation meeting of 17 9 19 were agreed as a true record of the meeting.	
<b>ECC/19/11/3</b>	<b>To approve the Confidential Minutes of the meeting of 17 09 19 and any other matters raised previously not otherwise included in the Agenda</b>
The minutes for the Confidential Corporation meeting of 17 9 19 were agreed as a true record of the meeting.	
<b>ECC/19/11/4</b>	<b>Review of Rolling Action Log</b>
<p>The action log was reviewed.</p> <p>ECC/17/11/4 – The Principal updated the Corporation on the current tenants at Lound, the Great Yarmouth Community Trust. He was discussing with the trust their future plans to ensure that provision was retained given their financial difficulties. The Lound site is still being marketed and D Block at Great Yarmouth is to be marketed shortly.</p>	

	<p>Governors challenged if the College would have any obligation if the Trust ceased trading. The Principal advised that there would be no obligation re the nurseries as they were a tenant only. There was a risk to income from the lease at Lound and the nursery leases.</p> <p>ECC/18/07/5 – Harmonisation of Sixth Form Policies - The Director of Governance advised that the Absence Policy was still to be agreed with the Unions.</p> <p>ECC/19/05/5C – The Principal advised that the schedule of capital investment was still being finalised. This would mainly be the replacement of boilers at Great Yarmouth. It would though address issues raised by staff regarding staff rooms and the general estate condition.</p> <p>ECC/19/05/9C – The Principal advised that the first cohort for civil engineering would be end December with formal opening in January.</p> <p>ECC/19/7/5.4 – The Director of Governance advised that the Governance and Risk Audit was due shortly and this would be taken into account in the scope.</p> <p>ECC/19/7/7C – The Principal advised that the working group had met and the Assistant Principal HE was currently progressing the HE Strategy and Business Plan for agreement with UoS. It was hoped that an early draft of the agreement would be brought to December’s meeting.</p> <p>ECC/19/7/8C – The Principal advised that this had not progressed further.</p> <p>ECC/19/7/9C – The Principal advised that the Unions initial reaction was to reject the pay proposals and asked the College to review the offer. A pay paper would be taken to December’s Finance and General Purposes and People Committee before coming to December’s Corporation for decision.</p>	
<b>ECC/19/11/5.0</b>	<b>Review of Strategic Plan</b>	
	<p>The Principal presented the review which was an overall summary of performance. It was a narrative of recovery and set out performance against the strategic plan.</p> <p>Governors commented that the progress made shouldn’t be underestimated with two mergers and the bringing together of people, alignment of working and cultures. We had been successful in resolving financial issues, introducing an improved people strategy, improved recruitment and ensured quality was moving in the right direction. The FEC had recognised that quality would take longer to improve and it was hoped that Ofsted would take a similar approach. The Principal commented that there were areas of provision that are below what is required and have proved difficult to improve as demonstrated in the SAR. In the Strategy we need to consider if we continue to provide provision if it is not of sufficient quality.</p> <p>Governors commented that we had managed to retain the education provision in the area and had also achieved innovation through the Energy Centre and Off Shore Wind Centre.</p> <p>Governors challenged if the College was a better place to study. The Principal advised it was as you were now more likely to succeed. This was demonstrated by the achievement rates, destinations data, progression to HE and the maintenance of the excellent L6FC results.</p> <p>Governors challenged if the College was a better place to work. The Principal advised that the College was a more stable place to work, morale was better as demonstrated by the staff survey and staff restructuring had been kept to a minimum.</p>	

Governors challenged what we hadn't achieved. The Principal advised that we still didn't fully understand our market, where we placed ourselves in the community and how the green agenda was addressed both by the College and within the curriculum.		
<b>ECC/19/11/6.0</b>	<b>Strategic Plan Timetable</b>	
<p>The Principal presented the timetable. Areas to be considered included:</p> <ul style="list-style-type: none"> <li>• How is curriculum to be delivered in the next 10 years</li> <li>• What resources and buildings would be required</li> <li>• What will our market look like in the short/medium and long-term</li> <li>• How do we engage stakeholders – external/students/staff</li> </ul> <p>Governors commented that it was important that the strategy was in plain English and accessible.</p> <p>Governors commented that the strategy needed to have students at its heart. A challenge would be to ensure that the students were involved in real strategic decision making and student engagement with the Strategy was crucial. The Director of Governance advised that the training carried out in conjunction with Unloc had been positively received and had resulted in additional student ambassadors and 3 applicants for student governors.</p> <p><b>Governors agreed the following actions:</b></p> <ul style="list-style-type: none"> <li>• <b>All 3 of the student governor applicants to be appointed</b></li> </ul>		<b>WS</b>
<b>ECC/19/11/7</b>	<b>College SAR as recommended by the Standards Committee</b>	
<p>The Vice Principal presented the College SAR, which was to be submitted to Ofsted once approved. The College had self-assessed against the EIF and the assessment had been made on the basis of proportionality. The QIP addressed the weaknesses identified during the SAR process.</p> <p>The Chair of Standards commented that the Committee had considered the SAR and recommended its approval to Corporation. It was recognised that there had been improvement but that there was still work to do.</p> <p>Governors challenged how Ofsted would use the SAR. The Vice Principal advised that they would use it as a starting point for discussions and that under the EIF only validated data was considered. The Principal commented that the SAR needed to be an honest assessment and demonstrate that we were aware of our strengths, weaknesses and current position.</p> <p>Governors challenged what the areas of risk were. The Vice Principal advised the quality of education in some areas was not good enough and this area was given the largest weighting in the EIF. Construction students were not achieving and destinations were not strong.</p> <p>Governors commented that feeder schools underperformed and the College then inherited their problem. The Principal advised that we needed to consider how we structured our curriculum to ensure that it was accessible but could not use school performance as an excuse for our performance. We have the responsibility to get the best out of staff and students.</p> <p>Governors discussed the importance of maths and english to the College's performance given the size of enrolment.</p>		

	<p>Governors concluded that the College's narrative needed to support the College's ambition. They commented that maths and English are not the courses they have chosen and they generally don't want to be there so the initial challenge is to get the students to attend.</p> <p><b>Governors resolved to:</b></p> <ul style="list-style-type: none"> <li>• <b>Approve the College SAR and the overall assessment of good.</b></li> </ul>	
<p><b>ECC/19/11/8</b></p>	<p><b>Governance SAR as recommended by the GRS Committee</b></p>	
<p><b>ECC/19/11/8.1</b></p>	<p><b>For Information Governance SAR Background Reports</b></p>	
	<p>The Director of Governance presented the Governance SAR which was recommended by the GRS Committee and had been reflected in the overall college SAR. The analysis had been included for information and to demonstrate to the Corporation that a robust review had taken place.</p> <p>Governors discussed if the College could have outstanding governance without an outstanding college and what did outstanding governance look like.</p> <p>Governors discussed if the Corporation had the right governance structure, succession plan, skills mix and reporting. The Director of Governance advised that during the SAR some governors had raised concerns that they were not aware of what was happening in areas in the remits of committees they were not members of.</p> <p>Governors discussed what difference the Corporation could make to the College and to drive the College forward.</p> <p>Governors concluded that the Governance structure needed to be the right one to deliver the new 10 year Strategy.</p> <p><b>Governors agreed the following action:</b></p> <ul style="list-style-type: none"> <li>• <b>Governance structure to be considered at Governance Strategy Day.</b></li> </ul> <p><b>Governors resolved to:</b></p> <ul style="list-style-type: none"> <li>• <b>Approve the Governance SAR assessment of good and recommend its inclusion in the College's overall SAR.</b></li> </ul>	
<p><b>ECC/19/11/9</b></p>	<p><b>OFSTED EIF and the Questions Governors are being asked</b></p>	
	<p>The Vice Principal presented an update on EIF and how governance had been addressed in inspections. He explained that under the EIF Ofsted would spend the majority of time with Curriculum Managers carrying out deep dives. The College's walkthrough process had therefore been changed to reflect this.</p> <p>Governors challenged if managers were being given the training and development required to be ready for an Ofsted inspection. The Vice Principal advised that this was taking place and the recent professional learning day had been based on "Work and Industry" Thinking about student outcomes and employer connections and this would address careers and intent within the EIF.</p> <p>Governors discussed the presentations and commented that the Corporation as a whole needed to be able to answer the questions being raised in inspections and questioned whether the governance structure that we had made this difficult.</p> <p>Governors discussed the strategic intent of the College and its course curriculum intent. The Vice Principal advised that this would be addressed during curriculum planning with managers being asked to get sign off from employers for their curriculum offer and to demonstrate progression paths. Governors commented that</p>	

<p>they needed to discuss the curriculum intent with managers during their walkthroughs.</p> <p>Governors commented that coastal communities were the biggest social challenge and that the College was critical to improving the local community and its aspirations. The Principal advised that Grimsby who were a similar coastal community had achieved outstanding as they had the right curriculum.</p>		
<b>ECC/19/09/12</b>	<b>Review of Meeting</b>	
<ol style="list-style-type: none"> <li>1. Confidential Items – GY Community Trust</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 – Governance structure and membership</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 constructive discussions</li> </ol>		