

East Coast College Winning our Market and Growth

24 September 2019 at 4.30pm in the Board Room Lowestoft

Present:	Roger Cracknell (RG) Saul Humphrey (SH) Mike Dowdall (MD) Jane Fermor (JF)	
In attendance:	Wendy Stanger (Director of Governance) Urmila Rasan (Deputy Chief Executive) and Lauren Moreton (Interim Marketing Manager) Nikki Lane (Assistant Principal Student Wellbeing and Support) Rachel Bunn (Assistant Principal) and Ray Shilling (Interim Director of Business Development) for items 1, 5 and 6	
W/19/09/1 Apologies and membership		Action
<p>The Director of Governance informed the Committee that Gemma Head would be joining the Committee</p> <p>Apologies were received from Gemma Head.</p> <p>The meeting commenced with a presentation on the school liaison arrangements by the Assistant Principal Student Wellbeing and Support. She advised that this was a draft presentation and would be refined and customised for each school.</p> <p>Governors commented that the presentation needed:</p> <ul style="list-style-type: none"> • More data demonstrating student success • Information on opportunities for students • School case studies • A USP for ECC • Additional photos/videos of the workshops/equipment to demonstrate the vocational offer • Last slide needed to be a clear message on how to apply • To link to our values and why students would be proud to study at ECC • To have the same style of presentation for ECC and L6FC • To be more exciting to engage students <p>Governors commented that:</p> <ul style="list-style-type: none"> • the College's USP could be the college community and the support that we offer in terms of wellbeing and enrichment • students needed to understand what to expect from vocational training and study programmes • students needed to understand that the College was a safe and friendly environment • there was a need to educate the schools and their teachers as well as the students • there was a need to understand what influenced applicants decision making. <p>It was agreed to take the presentations included in the agenda first.</p>		

W/19/09/2 Declarations of Interest		Action
<p>There were the following declarations of interest:</p> <ul style="list-style-type: none"> • Mike Dowdall as an employee of the LEP • Saul Humphrey as Chair of the LEP Building Growth Committee <p>It was agreed that these declarations didn't preclude full participation in the meeting.</p>		
W/19/09/3	Notes of the informal meeting	
<p>The notes of the informal meeting of 23 7 19 were agreed as a true record.</p>		
W/19/09/4	Action Log	
<p>The action log was reviewed.</p> <p>W/19/07/7 Reports to include regional and national benchmarking – The Principal advised that there is a lack of regional and national benchmarking. Market data and analysis has been included in the Market Assessment at agenda item 11 and the marketing report at agenda item 12.</p> <p>W/19/07/8 BI dashboard – The Principal advised that this was being reconfigured to ensure that it covered all the areas required and training was to be provided to ensure that Governors could access and analyses the data.</p>		
W/19/09/5	Commercial Strategy - Capacity & Capability Emerging Themes	
<p>The Principal presented the report which set out the headline review of the Commercial Strategy. The draft report would be presented to F&GP and Corporation and would include an action plan.</p> <p>Governors challenged if the College's team was appropriate for implementing the changes. The Principal advised that currently the College didn't have the right people in the right places this would be resolved shortly so that change could be fast tracked.</p> <p>Governors challenged if the College was confident that the targets would be met. The Assistant Principal advised that the Curriculum Plan had been reviewed line by line to ensure it was accurate and achievable, growth was now to be built in.</p> <p>The Principal advised that even with a year of poor performance income had been generated, with the addition of the Energy Skills Centre and the resultant additional commercial offer the budget should be met. Previously the College had not had to work to achieve Commercial income and had rolled the Curriculum forward each year this has now Changed and we need to respond to the market and deliver what they need and be the trainer of first choice.</p> <p>The Assistant Principal advised that a commercial website was to be set up that would include online booking. This would be a one stop shop for employers and should be operational by November.</p>		

W/19/09/6	Presentation - Improving Commercial Performance	
<p>The Interim Director of Business Development presented. The presentation set out the initial findings and a summary of key priorities. He advised that there was a need for the College to develop its commercial brand to one of value so that the College was competitive.</p> <p>Governors commented that the College needed to establish its reputation so that it was the first point of call for employers looking for Commercial training.</p> <p>Governors challenged how the customer service for Commercial training was to be improved. The Principal advised a Commercial website with an online booking system was to be introduced in November. Service Level Agreements were to be drawn up setting out customer expectations. These needed to be bold to ensure that delivery was as would be expected in the commercial market and ensure we don't overburden employers with paperwork.</p> <p>The Interim Director of Business Development advised that there needed to be a whole College approach to take advantage of cross selling and to assist with this the sales team was to be brought together. This sales team would be set KPIs and have knowledge of the business in order to cross sell.</p> <p>Governors challenged that the College needed to take advantage of the supply chain by making Businesses aware that they could gift their levy to their supply chain. The Principal advised that it was important that the Apprenticeship Team were able to help businesses take advantage of the levy transfer.</p> <p>Governors challenged how the College was to increase its market. The Interim Director of Business Development advised that the College needed to ensure that it was making connections with industry networks and developing courses that were needed. There was also a need to fully utilise the CRM system to avoid duplications, ascertain the customer value, and monitor the time taken to close deals and for monitoring of targets.</p> <p>The Assistant Principal commented that the College needed to develop centres of excellence, be proud of what we offer and promote ourselves as market leaders.</p> <p>Governors challenged if the College had the skills to provide the training. The Principal advised that the College's Associates needed to be reviewed to ensure that they were providing a quality service. The College was also investigating partnership working where training was provided using our facilities.</p> <p>Governors commented that the region needed to work together and align inward investment with the skills provided by the College.</p>		
W/19/09/7	Terms of Reference	
<p>The Chair advised that the terms of reference had been reviewed following Corporation's comments. This would be updated for changes in responsibility and then be presented to Corporation for adoption.</p> <p>The Committee agreed that, subject to them being updated for role changes, to recommend them to Corporation for adoption.</p>		

W/19/09/8	Risk Register	
	<p>The Director of Governance advised that The Audit Committee have asked that each Committee reviewed the register based on set questions. The Committee reviewed the register and agreed the following responses:</p> <p>1. Has the risk register been reviewed</p> <p>The register had been reviewed and the winning our market risks had been disaggregated from the quality risks.</p> <p>2. Is the Committee content that the risks are relevant and are being updated</p> <p>The register needed to be updated to reflect the changes in management and the outcome of the Commercial review.</p> <p>Reputational risk to our market share needed to be more explicit within the risks.</p> <p>Risk of capped volumes on HE and Apprenticeships needed to be included.</p> <p>Risk to L6FC if the student numbers cannot be increased needs to be explored further.</p> <p>The risk of the introduction of TLevels needs to be covered in the register.</p> <p>Risk of a static curriculum with no innovation needs to be included and mitigation taken to ensure that the college was refreshing its offer, staying ahead of the market, addressing the skills gaps and offering additionality and master classes. The Vice Principal advised that this was to be addressed as part of this year's curriculum planning process.</p> <p>Apprenticeship mix and effect on income levels needs to be covered in the apprenticeship income risk.</p> <p>3. Is the Committee content that the risks are being mitigated</p> <p>The action log needed to be produced to assure the Committee that appropriate mitigation and actions were taking place.</p> <p>4. Where a red risk is the Committee assured that appropriate action is being taken</p> <p>The Committee noted that failure to achieve income in the College's various sectors was the main risk and the reason for the Committee being established.</p> <p>5. Where does the Committee have significant concerns?</p> <p>A significant risk due to the size of the income was the 16-18 market at level 3.</p> <p>Governors challenged why Brexit was not addressed in the risk register given that the East Coast was likely to be adversely affected. The Principal advised that only issues that we could mitigate had been included.</p>	
W/19/09/9	Recruitment	
	<p>The Vice Principal presented the recruitment figures which had been positive. Work was now ongoing to ensure that the students were retained. This included an improved induction and tighter process for withdrawals.</p>	

<p>Governors challenged if the College's actions and improvements had affected recruitment. The Vice Principal advised that processes had been improved such as enrolment and the applications cycle had been moved to earlier with 'keeping warm' activities built in. The quality of the teaching had improved and recruitment had been assisted by 'word of mouth' recommendations.</p> <p>Governors challenged the process for withdrawal. The Vice Principal advised that this had been tightened so that withdrawals could only be sanctioned by himself and the Assistant Principal Student Wellbeing and Support. All were checked to ensure that all appropriate action had been taken to retain the student.</p> <p>Governors challenged if recruitment had been positive across all curriculum areas. The Vice Principal advised that there had been differences across the areas. The biggest increase in recruitment was in construction trades.</p> <p>Governors noted that transport and geography had a big effect on student choice and challenged if the College had considered providing transport from areas that found it difficult to access the College. The Principal advised that this had been investigated but that the cost was prohibitive.</p> <p>Governors agreed the following actions:</p> <ul style="list-style-type: none"> • Dashboard to include recruitment data for all income lines • Dashboard targets for recruitment to be reviewed • Dashboard to indicate if the recruitment was positive 		<p>PP</p> <p>PP</p> <p>PP</p>
W/19/09/10	Winning our Market KPIs - Discussion	
<p>The Committee discussed what data and KPIs they would like to see. It was agreed that the data needed to include forecasts.</p> <p>Data required included:</p> <ul style="list-style-type: none"> • Schools application and conversion data • Income by income line • Market share for each income line • Apprenticeships – number and income • H/E numbers • Students satisfaction • Employer satisfaction <p>Governors agreed the following actions:</p> <p>Dashboard to be re-designed and presented to the next Committee.</p>		<p>LM /</p> <p>PP /</p> <p>UR</p>
W/19/09/11	Market Assessment	
<p>The Committee noted the market assessment that had been included for information and background on the College's market.</p>		

W/19/09/12	Marketing and our Market	
<p>The Interim Marketing Manager presented the report and the recommendations within it.</p> <p>Governors challenged the reasons for considering changing the brand when the College had worked hard to establish the ECC and L6FC brand and a change now would cause confusion. The L6FC brand was a strong one and a decision had been taken at merger to retain it. It needed to remain a high profile brand to ensure that recruitment was maintained.</p> <p>Governors concluded that the proposed brand change didn't clearly define what the College did and they were not prepared at this stage to progress the idea. There was more critical work to be carried out before a brand change and we already had in place a brand map to distinguish the different markets.</p> <p>The Interim Marketing Manager advised that for each brand there was a need to establish a tone of voice and a brand proposition and explained the concept for each brand's prospectus.</p> <p>The Governors commended the Interim Marketing Manager and her team for the prospectuses that had been produced entirely in-house for ECC FE and L6FC.</p> <p>The Interim Marketing Manager stated that in her professional opinion the College's vision and mission was weak and didn't delineate the College in the market. The Committee commented that this had been set as part of the Strategic planning on merger and any change would have to be part of the upcoming Strategic Review.</p> <p>The Committee agreed that:</p> <ul style="list-style-type: none"> • Vision, Mission, Values and branding to be considered as part of the Strategic Review • The decision where school liaison sat within the management structure was operational and for the Senior Team to determine 		<p>SR/WS SR</p>
W/19/09/13	Winning our Market Capacity and Resources	
<p>The Committee noted the recommendations for proposed leadership and Management of employer facing provision and Winning Our Market at East Coast College for 2019/20 that had been discussed at September's Corporation.</p>		
W/19/09/14	Agenda Planning	
<p>Data Dashboard</p> <p>Recruitment Standards</p> <p>Commercial Progress</p> <p>Marketing cycle and campaigns</p> <p>University of Suffolk Business Planning</p>		

W/19/09/15	Review of Meeting	
<ol style="list-style-type: none"> 1. Confidential Items: Commercial Review 2. Risk Management: Risk register to be reviewed as noted in the minutes 3. Health and Safety: None 4. Equality and Diversity: To be built into the dashboard data 5. Media: Celebrations 6. How did the meeting go: Too long, reports needed to be shorter and succinct with a clear summary and recommendations included using the Governance Summary report. 		
W/19/09/16	Date of Next Meeting	
<p>26th November</p> <p>4th February</p> <p>5th May</p>		