

## East Coast College Winning our Market and Growth

26 November 2019 at 4.30pm in the Board Room Lowestoft

<b>Present:</b>	Roger Cracknell (RG) Saul Humphrey (SH) Mike Dowdall (MD) Jane Fermor (JF) Gemma Head (GH)	
<b>In attendance:</b>	Wendy Stanger (Director of Governance) Urmila Rasan (Deputy Chief Executive) Paul Padda (Vice Principal) for items 1 to 5	
<b>W/19/11/1</b>	<b>Apologies and membership</b>	<b>Action</b>
	Stuart Rimmer	
<b>W/19/11/2</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 Dowdall as an employee of the LEP</li> <li>• Saul Humphrey as Chair of the LEP Building Growth Committee</li> <li>• Gemma Head as an employee of EGGR</li> </ul> <p>It was agreed that these declarations didn't preclude full participation in the meeting.</p>	
<b>W/19/11/3</b>	<b>To approve the Minutes of the meeting of the 24 September 2019 and any other matters raised previously not otherwise included in the Agenda</b>	
	The notes of the informal meeting of 24 9 19 were agreed as a true record.	
<b>W/19/11/4</b>	<b>Action Log</b>	
	<p>The action log was reviewed.</p> <p>It was noted that the actions relating to the dashboard would be covered in the dashboard presentation and that the Commercial website had been launched.</p> <p>The committee noted that the vision, mission and values were to be considered at the Governance Strategy Day and the Committee discussed what ECC's USP should be.</p>	
<b>W/19/11/5</b>	<b>Data Dashboard - Presentation</b>	
	<p>The Deputy Chief Executive gave a presentation on the dashboard and the Vice Principal explained the recruitment data. They advised that the dashboard would be further developed.</p> <p>Governors challenged the application data. The Vice Principal advised that students made multiple applications to different colleges and the College therefore required excess applications to ensure that the enrolment targets were met.</p> <p>Governors challenged the targets set for schools and the Deputy Chief Executive advised that these were currently based on historical data and required reviewing.</p>	



<p>The Committee's biggest concern was in commercial income and were extremely concerned that the income was below the required target with the forecast again having to be adjusted.</p> <p><b>Governors agreed the following action:</b></p> <ul style="list-style-type: none"> <li>• <b>Management of Partnerships to be added to the risk register.</b></li> </ul>		<b>UR</b>
<b>W/19/11/7</b>	<b>Winning our Market Update</b>	
<p>The Deputy Chief Executive presented the update. This set out each area as a % of the total income to give the Committee an understanding of the relative risk of not winning our market in each area. Project funding was low margin but had a positive impact on the community and community cohesion. The marketing section set out activity and a revised school liaison presentation.</p> <p>Governors commented that we should celebrate that we are an inclusive institution and provide from foundation to HE.</p> <p>Governors agreed that the school liaison presentation was an improvement but that marketing should not use stock photos or the same student in all publications. The Deputy Chief Executive advised that the school liaison presentation was still to be approved by the senior team and this would be amended in the revised version.</p> <p>Governors noted that the main area of concern was commercial and an update on this was included on the agenda.</p> <p>Governors commented that it was important that the College was constantly developing its offer to ensure that the College was providing what the market and community required.</p> <p><b>SH left the meeting</b></p>		
<b>W/19/11/8</b>	<b>Commercial Progress</b>	
<p>The Deputy Chief Executive presented the update. This demonstrated that we were under the income target and were unlikely to achieve the budget. We had though recently agreed 2 partnerships on a profit shared basis which had not been allowed for in the figures. These partnerships would provide training that we didn't have the specialists to provide and would help win the market in those areas. The action plan included in the report set out what was being doing to improve the situation.</p> <p>Governors discussed the poor performance and agreed that it was important that:</p> <ul style="list-style-type: none"> <li>• Online booking system was fully functional</li> <li>• The commercial website was comprehensive with a direct link from the main ECC site and included direct dial numbers for staff contacts</li> <li>• The CRM system needed to be completed for all contacts and used well</li> <li>• Responses to employers needed to be timely</li> <li>• There was a good and responsive customer service</li> <li>• The receptionists were all aware of the commercial offer so that they knew where to direct employers</li> <li>• Appropriate targets for sales were set</li> </ul>		

<ul style="list-style-type: none"> <li>• The sales team were trained in selling</li> <li>• The college understands the commercial market and its needs.</li> </ul> <p>The Deputy Chief Executive advised that large companies would have their own account holder which all contact should be through, an employer survey was taking place which included meetings with employers to understand what they required us to offer and what we needed to change to win their business and sales and customer service training was taking place.</p> <p>Governors commented that it was important that the College took advantage of the Energy Skills Centre to develop the commercial offer so that the College became the employer's trainer of choice. To do this the overall process needed to be professional with course development that responded quickly to changing needs.</p> <p><b>Governors agreed the following action:</b></p> <ul style="list-style-type: none"> <li>• <b>College to give consideration to an identifiable centre manager for the Energy Skills Centre.</b></li> <li>• <b>Commercial update on progress against the action plan and the areas noted to be presented by the Assistant Principal responsible for the Commercial offer at the February meeting.</b></li> </ul>		<p><b>UR</b></p> <p><b>RB</b></p>
<b>W/19/11/9</b>	<b>Agenda Planning</b>	
<p>KPIs</p> <p>Dashboard with analysis</p> <p>Commercial update</p>		
<b>W/19/11/10</b>	<b>Review of Meeting</b>	
<ol style="list-style-type: none"> <li>1. Confidential Items: Commercial Review Papers</li> <li>2. Risk Management: Risk register to be reviewed as noted in the minutes</li> <li>3. Health and Safety: None</li> <li>4. Equality and Diversity: To be built into the dashboard data</li> <li>5. Media: Celebrations</li> <li>6. How did the meeting go: A detailed meeting that helped the Committee understand the college.</li> </ol>		
	<b>Date of Next Meeting</b>	
<p>4th February</p> <p>5th May</p>		