

**East Coast College Corporation Meeting 21<sup>st</sup> September 2021 9am  
Great Yarmouth Conference Room**

<b>Present:</b>	David Blake (Chair - DB) Alan Debenham (AD) Mike Dowdall (MD) Tina Ellis (TE) Rob Evans (RE) David Hill (DH) Saul Humphrey (SH) Giles Kerkham (GK) Ian Lomax (IL) Jude Owens (JO) Stuart Rimmer (CEO & Principal -SR) Andrew Walmsley (AW)
<b>In attendance:</b>	Wendy Stanger (Director of Governance) Ann Wall (Director of People and Wellbeing) and Urmila Rasan (Deputy Chief Executive)
<b>ECC/21/09/1</b>	<b>Apologies and membership</b>
	<b>Action</b>
<p><b>Apologies</b> Apologies received from Gemma Head (GH) Peter Lavender (PL) Jose Bamonde (JB) and Paul Padda (Deputy Principal)</p> <p><b>Membership</b> Alan Debenham (AD) Tina Ellis (TE) Rob Evans (RE) David Hill (DH) Stuart Rimmer (CEO &amp; Principal - SR) Saul Humphrey (SH) Debbie Pring (DP) Peter Lavender (PL) Andrew Timberlake (AT) Gemma Head (GH) Mike Dowdall (MD) Giles Kerkham (GK) David Blake (Chair - DB) Kirk Lower (KL) Ian Lomax (IL) Andrew Walmsley (AW) Jose Bamonde (JB) and Jude Owens (JO)</p> <p>Kirk Lower (KL) has been granted a leave of absence as of 1 8 21 due to ill-health.</p>	
<b>ECC/21/09/2</b>	<b>Declarations of Interest</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> </ul> <p>It was agreed that this declaration did not preclude full participation in the meeting.</p>	
<b>ECC/21/09/3</b>	<b>To approve the Minutes of the meeting 20 7 21 and any other matters raised previously not otherwise included in the Agenda</b>
<b>ECC/21/09/3.1</b>	<b>To approve the Independent Governors only Minutes of the meeting 20 7 21 and any other matters raised previously not otherwise included in the Agenda</b>
<p>The two sets of minutes for the Corporation meeting of 20 7 21 were agreed as a true record of the meeting.</p>	
<b>ECC/21/09/4</b>	<b>Rolling Action Log</b>
<p>The action log and the updates were reviewed.</p> <p>Confidential 21 4 21 ECCC/21/04/4 [REDACTED]</p> <p>[REDACTED]</p>	

<b>ECC/21/09/5</b>	<b>Introduction from Chair – verbal update</b>	
<p>The Chair welcomed the new Governors to their first formal Corporation meeting and set out his strategic focus.</p> <p>Corporation needed to focus on the strategic as well as receiving assurance on the checks and balances. To aid this work it was important that the Committees carried out the detailed review work.</p> <p>The College needed to future proof curriculum to ensure that it and the capital developments met the current and future needs of all stakeholders. The estate work that was ongoing needed to be exploited and maximised so that it did not just replicate current provision. The Corporation needed to challenge the senior team to future proof this development.</p> <p>The capacity of the senior team needed to be addressed and the Chair would be working with the CEO to consider options to resolve this. There needed to be energy and passion from the Corporation and all of the leadership team if the College was to reach outstanding with focus on the future rather than just the here and now in areas such as development, estates, curriculum and financial planning.</p> <p>The Corporation needed to be able to say in 5 years time that we did our best for the College and everything we could to achieve outstanding.</p>		
<b>ECC/21/09/6</b>	<b>CEO/Principals Report - Verbal Update</b>	
<p>The CEO gave an update on the start of the year. It was good to see students back on site and staff and students were settling into the year. The College now needed to drive to outstanding and maximise the capital project opportunities.</p> <p>Quality needed to be improved across the College as achievement rates aren't as good as they should be and apprenticeships needed improving in all areas.</p> <p>Governors challenged if apprenticeships quality would stop the College achieving outstanding the CEO advised that currently it was likely that it would even stop the College retaining good.</p> <p>The Senior Management Group were to shortly hold an away day and the actions and minutes from this would be reported through to the Board.</p>		
<b>ECC/21/09/7</b>	<b>Governance Update</b>	
<p>The Director of Governance presented the update and advised the Board on current governor recruitment, Governance Self-Assessment and the new FE Workforce Governor Data Collection.</p> <p><b>Governors agreed the following action:</b></p> <ul style="list-style-type: none"> <li>• <b>Governors that were members in 20/21 to complete the relevant SAR questionnaires.</b></li> <li>• <b>Governors that were members in 20/21 to complete the equality and diversity review.</b></li> </ul>		<p><b>ALL</b></p> <p><b>ALL</b></p>
<b>ECC/21/09/8</b>	<b>QAR Update - 20/21 results</b>	
<p>In the absence of the Deputy Principal the CEO presented. The report highlighted current reportable performance and work remaining to secure outcomes for 2020/21. Full analysis will be available for the College self-assessment which will be considered at October's Standards Committee. The current position is:</p>		

- 16 – 18 the College is likely to meet target
- 19+ the College will not meet target. This cohort had been detrimentally affected by online learning.
- Apprenticeships will not meet target.

The CEO advised that the apprenticeship provision had been underperforming for a number of years and outcomes had again fallen. There was a large number of apprentices carried forward past their completion date which meant an additional administrative, assessment and financial burden for the college as they were no longer eligible for funding. The provisions self-assessment would be a maximum of Ofsted Grade 3: Requires Improvement and could be an Ofsted Grade 4: Inadequate. It was operating at a 20% contribution rate instead of the required 40%.

The Chair commented that it was concerning that there were issues with all aspects of the apprenticeship provision and the situation needed to be quickly resolved.

Governors challenged how the apprenticeship provision compared to other Colleges. The CEO advised that the College was below the national achievement rate and had been for a number of years.

Governors challenged if apprenticeship provision should be continued. The CEO advised that apprentices were a flagship Government policy and there was employer demand with the College working with some 700 employers. There were some aspects were of reasonable quality but the College was not driving the quality up and developing the provision to meet future needs. The College had removed plumbing from its current offer due to its poor quality but the demand for the provision is still there with unmet need. If the apprenticeship offer is reduced further it could fall below critical mass.

Governors challenged why apprentices did not achieve. The CEO advised that a detailed analysis needed to be carried out on this. Completion was detrimentally affected by the Colleges inability to recruit to the trades which then impacted on the quality of the teaching and learning. Staff shortages correlated with industry shortages.

Governors challenged how staff recruitment issues were being addressed. The Director of People and Wellbeing advised that recruitment had been assisted through better networking, employment flexibility and trials, encouraging applicants that want to give something back and demonstrating that the College is a fantastic employer with an excellent employment package. There was though a need to consider differential pay and cost of living increases to both recruit and retain staff.

The CEO advised that when considering changes in the employment package the resultant contribution rate would have to be assessed.

Governors challenged why functional skills English and maths had seen a significant dip in achievement. The CEO advised that functional skills were one of the few groups that were assessed by examination and had been detrimentally affected by online lessons. A paper on English and Maths was to be considered by October's Standards Committee.

Governors commented that it was poor that national data was not available as performance comparison was important to help understand the College's performance. The CEO advised that when the Mides data was published it would be shared with the Board.

<b>Governors agreed the following action:</b>		
	<ul style="list-style-type: none"> <li>Standards to review in detail the quality of the Apprenticeship provision at its October meeting</li> </ul>	PP
	<ul style="list-style-type: none"> <li>Detailed review to be carried out on all aspects of the Apprenticeship provision with a report and presentation by the Team on how it was to be improved to the Corporation's November meeting</li> </ul>	PP
	<ul style="list-style-type: none"> <li>English and Maths report to October Standards Committee for review</li> </ul>	PP
	<ul style="list-style-type: none"> <li>People Committee to consider a differential reward package at its November meeting</li> </ul>	AW
<b>ECC/21/09/9</b>	<b>Student Recruitment Review</b>	
<p>In the absence of the Deputy Principal the CEO presented. He advised that this was an initial report with the detailed analysis to be considered by September's Curriculum Development Committee.</p> <ul style="list-style-type: none"> <li>16-18 Recruitment was likely to be under the funding target. This provision was lagged funding with the financial effect in 22/23 funding. The majority of the reduction was at L6FC and this would need to be addressed.</li> <li>High Needs Learners recruitment above target</li> <li>Adult Funding and Loans recruitment through out the year for part time courses in ESOL, maths and English as well as full time provision in access to higher education and vocational courses. A new Saturday arts course has also recruited to target at Great Yarmouth.</li> <li>Higher Education (HE) was currently behind but was expected to make target.</li> <li>Maritime was to re-commence with a small cohort that had met the low target set.</li> </ul> <p>Governors challenged if the recruitment target for 16-18 had been too high. The CEO advised that the target had been restricted through curriculum planning and there was nothing in the demographic data to justify the decline.</p> <p>Governors challenged at what level contribution was set. The CEO advised that contribution was at departmental level and this contribution was shared and reviewed with the departments.</p> <p>Governors challenged where under recruitment was focused at L6FC. The CEO advised that A Levels had recruited against plan but BTECs had underrecruited and progression to year 2 had been poor. This would be reviewed in detail and the conclusions considered at Standard's committee. This under recruitment had also resulted in industrial issues due to the late changes that were required to adjust for the reduced numbers,</p> <p>Governors challenged if the changes in the employment market had detrimentally affected recruitment. The CEO advised that when following up applicants that had not enrolled a number had reported that they were working.</p>		
<b>ECC/21/09/10</b>	<b>Memorandum of Understanding Sizewell C Consortium</b>	
<p>The CEO presented the memorandum of understanding. This was now with Sizewell C Consortium rather than EDF. It set out the commitment of Sizewell C and the Consortium to work collaboratively and schedule 1 set out the training and</p>		

	<p>development specifics with East Coast College. It was to be formally launched at Sizewell C and Lowestoft Regeneration Conference being held at the Energy Centre on 23 9 21. These plans would need to be operationalised to ensure that investment and training opportunities were maximised.</p> <p>Governors challenged how the project was to be managed. The CEO advised that there was a need to consider a senior manager to manage and drive this work.</p> <p>Governors commented that there was also a powerful lobby against Sizewell C and the College needed to ensure that it didn't get caught up in the cross fire.</p> <p><b>Corporation resolved to:</b></p> <ul style="list-style-type: none"> <li>• <b>approve the Memorandum of Understanding with Sizewell C Consortium</b></li> </ul>	
<b>ECC/21/09/11</b>	<b>People Update - vacancy review</b>	
	<p>The Director of People and Wellbeing presented the report. At the end of the 2021 academic year the College saw an increase in vacancies including an increase in employee retirements and what appeared to be delayed resignations from the 19/20 academic year when leaver numbers were much lower than average. There was also late recruitment due to delays in College decision making. This was all set against an exceptionally difficult labour market.</p> <p>Governors noted that this increase in vacancies was set against the national picture of increased vacancies and challenged what action the College was taking to assist with recruitment. The Director of People and Wellbeing advised that a role of Recruitment Advisor was introduced to work proactively to recruit, recruitment advertising enhanced and access to CV Library purchased.</p> <p>Governors challenged if the College's pay levels were a hindrance to recruitment. The Director of People and Wellbeing advised that pay levels, particularly in the trades, made recruitment difficult and there may be a need to consider differential pay scales. Pay, including annual cost of living award, also needed to be considered overall to assist with retention</p> <p>Governors commented that people are attracted to successful companies and the College needed to ensure that it was highlighting its successes, such as Ofsted, Capital projects and development in its recruitment.</p> <p>The Chair challenged if the staff recruitment and vacancies would detrimentally affect the College's journey to outstanding. The CEO advised that it would have a detrimental effect and that here was a need to ensure that the College had the right people, at the right level, in the right roles.</p> <p><b>Governors agreed the following actions:</b></p> <ul style="list-style-type: none"> <li>• <b>November's People Committee to review the College's full reward package.</b></li> </ul>	<b>AW</b>
<b>ECC/21/09/12</b>	<b>Risk Register - Covid September 21</b>	
	<p>The Deputy Chief Executive presented the Covid risk register that had been reviewed in light of the changed guidance. Social distancing and mask wearing was no longer required but were being encouraged and facilitated where needed. The vaccination bus had been on site with take up encouraged.</p> <p>Governors challenged the assessments as they were all unchanged. The CEO advised that the College was satisfied that all necessary action was being taken and</p>	

a contingency plan was being drawn up. Operationally the biggest risk was staff absence due to covid and any further full or partial closure during winter would have a detrimental effect on quality.

**Governors agreed the following actions:**

- **Committees to review their risk registers to ensure that the Covid risks were reflected in them.**

**Cttee  
Chairs**

**ECC/21/09/13**

**Confidential**

**Presentation of Capital Projects and Estate Update as recommended by Estates Committee**

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| <ol style="list-style-type: none"><li>4. Health &amp; Safety: any issues discussed which may require an additional Impact Assessment – None.</li><li>5. Sustainability: any issues discussed which may require an additional Impact Assessment – all projects include sustainability requirements</li><li>6. Media: any issues discussed to inform local media – Estate Development PR plan to be drawn up</li><li>7. How did the meeting go – A good meeting which was helped by being back on site.</li></ol> |  |
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