

East Coast College Corporation Meeting Tuesday 22 March 2022
9am Great Yarmouth Board Room

Present:	David Blake (Chair - DB) Alan Debenham (AD) Mike Dowdall (MD) Tina Ellis (TE) Rob Evans (RE) Saul Humphrey (SH) Ian Lomax (IL) Stuart Rimmer (CEO & Principal -SR) Andrew Walmsley (AW) Gemma Head (GH) Peter Lavender (PL) and Maciej Suchowiecki (MS)	
In attendance:	Wendy Stanger (Director of Governance) Ann Wall (Director of People and Wellbeing) Urmila Rasan (Deputy Chief Executive) and Paul Padda (Deputy Principal)	
ECC/22/03/1	Apologies and membership	Action
Apologies		
Jude Owens (JO) Kirk Lower (KL) Nasima Begum (NB) Andrew Timberlake (AT) and Giles Kerkham (GK)		
Membership		
Alan Debenham (AD) Tina Ellis (TE) Rob Evans (RE) Stuart Rimmer (CEO & Principal - SR) Saul Humphrey (SH) 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) Jude Owens (JO) Nasima Begun (NB) and Maciej Suchowiecki (MS).		
ECC/22/03/2	Declarations of Interest	
There were the following declarations of interest:		
<ul style="list-style-type: none"> • Mike Dowdall as an employee of the LEP 		
It was agreed that this declaration did not preclude full participation in the meeting.		
<ul style="list-style-type: none"> • Urmila Rasan in agenda item 19 and it was agreed she would withdraw for this item. 		
ECC/22/03/3	To approve the Minutes of 22 3 22, including confidential and any other matters raised previously not otherwise included in the Agenda	
The minutes were approved as a true record of the meeting.		
Governors raised the risk of inflation to the College's budgets. The CEO advised that inflation was being considered as part of the budgeting process and college planning and its effect was already being seen in reduced contribution rates.		
ECC/22/03/4	Rolling Action Log	
The Action Log was noted.		
ECC/22/03/5	CEO/Principals Report - Strategic Priorities	
The CEO presented his update and explained that the chart was split between business as usual and strategic developments.		

Governors noted that:

- Absence rates were the highest since the pandemic started for both staff and students.
- Learners sitting exams were the first cohort for 2 years due to previous years GCSEs and A Levels being cancelled due to the pandemic.
- The new Deputy Principal Curriculum and Strategic Partnerships would be focused on curriculum development including curriculum related to the capital investments such as T Levels, GY Re-build and HE Centre.
- EBITDA as budgeted was the aim but this relied on apprenticeship achievements and could also be affected by inflation.
- Apprenticeship improvement was a key deliverable and the issues with both quality and funding needed addressing.
- Ofsted good needed to be maintained and the college needed to be prepared for an inspection which would take place at the latest 2025.
- Curriculum strategy review was being overseen by the Curriculum Development Committee.
- The strategic developments were moving at pace and would require staff resource.

The CEO advised that Learners knowledge, skills and behaviours were not as developed as expected due to the pandemic with motivation detrimentally affected, this was being seen in late withdrawals and the need for onsite security. This change meant that there was a need to teach and support differently. The Student Governor commented that there was a need for more flexibility and different styles of teaching and learning.

The CEO advised that working from home had seen a loss in teamship and connection with the College and this needed to be addressed. Due to this and the cost of living increases staff were a flight risk for lower remuneration increases and operationally this was a concern. This disconnect was reflected in the Best Companies results that were to be reviewed at April People Committee.

The student governor commented that there was a need to understand the College's culture and dynamics and how that affected morale and motivation.

The People Committee Chair commented that there was a need for the College to understand retention issues, people's attitude to work and how this has been affected by working from home. The Director of People and Wellbeing advised that recruitment was not as difficult as previously but people were expecting to be able to work from home, at least for a proportion of the time, and not commute.

Governors challenged how new staff were inducted into the College. The Director of People and Wellbeing advised that during the pandemic the College successfully inducted staff virtually. Staff inductions were now back on site and the feedback is that new staff felt welcomed.

Governors challenged what the College's risk of an early Ofsted inspection was. The CEO advised that the inspection timetable was based on a risk assessment by Ofsted which included a review of data. The College at its annual strategic conversation with ESFA and FEC needed to give a positive performance so that no concerns were raised. This would be addressed by a briefing paper across all areas and attendance by the senior team, Chair and Chair of Quality and Standards.

Governors challenged how confident the senior team were that both the business as usual and strategic developments would be delivered. The CEO advised that all would be

delivered but the risk was that the quality of that delivery may not be good enough or in the right timeframe.		
ECC/22/03/6	Governance Update	
<p>The Director of Governance presented the update on student governance.</p> <p>Corporation resolved to:</p> <ul style="list-style-type: none"> • 1. Appoint Maciej Suchowiecki as a Student Governor on the Corporation • 2. Appoint Nathan Clark as an Associate Student Governor on Quality and Standards and Curriculum Development Committees. • 3. These appointments to initially be for a period up to the end of July 2022. <p>Maciej Suchowiecki was welcomed to his first Corporation meeting.</p>		
ECC/22/03/7	Quality Update	
<p>The Deputy Principal presented the quality update which gave an overview on the current position on attendance, retention, predicted achievements and destinations. This was to be looked at in detail at the Quality and Standards Committee.</p> <p>Governors challenged why maths and English attendance was such an issue. The Student Governor commented that some students are annoyed by the need to retake and are therefore not happy to attend. Motivational teaching was needed to get them to attend. The Deputy Principal commented learners were mostly taking retakes and had struggled with the subjects previously at school. Changes were being made to encourage attendance and the tuition fund was being used to support learners in smaller groups.</p> <p>Governors discussed destinations and noted that it was intended destination and had been collected earlier so that the College could provide support to help ensure all learners had a positive destination with the data also used for curriculum planning. There was a need for this data to be more detailed such as which university learners were progressing to. The Deputy Principal commented that this was ongoing work and the careers team were providing support where required.</p> <p>Governors challenged what action was being taken to ensure that learners achieved and the College met its targets. The Board made clear that there was a need to meet at least the national average. The Deputy Principal advised on the different interventions that were in place to help ensure learners were supported to achieve and progress, this included catch up sessions, support from the tuition fund and constant monitoring.</p>		
ECC/22/03/8	Subcontracting	
ECC/22/03/8.1	For information Sentinel Insolvency Meeting Minutes	
<p>The Deputy Principal presented the update and advised on Sentinel's insolvency. The Board were assured that all Sentinel's learners were being supported by the College to complete.</p> <p>Governors discussed the proposed new subcontracting provision for learners that are not ready for the College environment and agreed that this was a need that needed to be met.</p> <p>Corporation resolved to approve:</p> <ol style="list-style-type: none"> 1. Consultation with the ESFA to extend subcontracting provision 2. Subcontracting tender process to meet identified needs 		

<p>3. Due diligence on providers</p> <p>4. Ongoing subcontract arrangements with DPA and Inspire Suffolk (Prince's Trust programme) in line with curriculum plan 22/23 and subject to review of 21/22.</p>		
ECC/22/03/9	Curriculum Update	
<p>The Deputy Principal presented the update.</p> <p>Governors noted that there was a risk to the College's recruitment from the new Charter Sixth Form and the extension of the East Norfolk Sixth Form provision such as into T levels.</p> <p>Governors discussed the College's marketing and whether it needed to be more targeted. The CEO commented that level 3 was where the competition was and this market was also being affected by full employment.</p> <p>Governors discussed the college's reputation and perception within the community and how this could be addressed. The CEO advised that this also needed to be addressed through the new build and how space was configured between areas and levels.</p> <p>Governors challenged if the under recruitment in 2021/22 was a decline or a one off. The CEO advised that the new Deputy Principal Curriculum and Strategic Partnerships needed to address this to ensure that the College was recruiting and marketing effectively. The main areas of under recruitment were HE, L6FC students not progressing to year 2 and apprenticeships and these all had a knock-on effect on this year's curriculum planning.</p>		
ECC/22/03/10	Risk Register to receive and approve - Covid	
<p>The Deputy Chief Executive presented the revised Covid risk register and risk assessment which was based on the current regulations. The impact of absence due to covid was being seen operationally with high staff and student absences with staff and students encourage to test and not attend if positive.</p> <p>The Director of People and Wellbeing advised that there were still individual risk assessments for vulnerable staff with mitigation as required. The Union were kept informed on the risk register and risk assessment and discussions would be held with them if it was felt additional College wide covid mitigation was required.</p> <p>The Student Governor commented that masks during lessons were difficult but were easier to wear in communal areas.</p>		
ECC/22/03/11	Management Accounts to receive and approve	
<p>January's management accounts were received and it was noted that these had been reviewed by the Finance and General Purposes Committee.</p>		
ECC/22/03/12	Confidential Estate Committee Report	
<p>The Estate Committee Chair presented an update on the Committee's work and the different capital projects all of which would require staff resource.</p> <p>[REDACTED]</p>		

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ECC/22/03/14	Confidential University Centre Great Yarmouth	
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GH left the meeting

ECC/22/03/15

Confidential Apprenticeship Update

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