

## East Coast College Corporation Meeting Monday 14 November 2022 9am Video Conference

<b>Present:</b>	David Blake (Chair - DB) Mike Dowdall (MD) Tina Ellis (TE) Rob Evans (RE) Saul Humphrey (SH) Peter Lavender (Vice Chair PL) Ian Lomax (IL) Nasima Begum (NB) Alan Debenham (AD) Giles Kerkham (GK) Jude Owen (JO) Malcolm Goodwin	
<b>In attendance:</b>	Wendy Stanger (Director of Governance), Ann Wall (Director of People and Wellbeing), Urmila Rasan (Deputy Chief Executive) Julia Bates (Deputy Principal Curriculum Development and Strategic Partnerships) and Paula Padda (Deputy Principal, Curriculum, Quality and Learner Experience)	
<b>ECC/22/11/1</b>	<b>Apologies and membership</b>	<b>Action</b>
<p><b>Apologies</b></p> <p>Apologies were received from Stuart Rimmer (CEO &amp; Principal -SR) and Kirk Lower (KL)</p> <p><b>Membership</b></p> <p>Alan Debenham (AD) Tina Ellis (TE) Rob Evans (RE) Stuart Rimmer (CEO &amp; Principal -SR) Saul Humphrey (SH) Peter Lavender (PL) Mike Dowdall (MD) Giles Kerkham (GK) David Blake (Chair - DB) Kirk Lower (KL) Ian Lomax (IL) Malcom Goodwin (MG) Jude Owens (JO) Nasima Begun (NB)</p> <p>The Board noted their condolences to the CEO.</p> <p>The Director of Governance advised that Andrew Walmsley has resigned due to personal commitments, and thanks for his time as a Governor were noted.</p>		
<b>ECC/22/11/2</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/22/11/3</b>	<b>To approve the Minutes of 18 10 22, and any other matters raised previously not otherwise included in the Agenda</b>	
<p>The minutes were approved as a true record of the meeting.</p>		
<b>ECC/22/11/4</b>	<b>To Review the Rolling Action Log</b>	
<p>The action log was reviewed and noted where the actions were complete and the progress on the open actions. A number of items were delayed until finalisation of the capital projects, VAT refunds, and collaboration.</p> <p>20 9 22 ECC/22/09/5 Chair to produce a schedule of 'deep dives' for the Corporation meetings. The schedule to be informed by the Strategic Priorities – the Chair advised that he had not yet progressed this action.</p>		

ECC/22/11/5	CEO/Principals Report	
<p>In the CEO's absence the Deputy Principal, Curriculum, Quality and Learner Experience presented the report.</p> <p>Governors discussed the issue of staff recruitment and retention and how this was impinging on the College. It was noted that the People Committee had also looked at this and the actions that were being taken to address it.</p> <p>Governors discussed the Ofsted preparation work and the Deputy Principal advised that the self-assessment was to be reviewed in year, the Ofsted Leads group met monthly, Ofsted was a regular item on every curriculum leadership team, workshops had been held, and he was meeting with every delivery team to discuss Ofsted. Areas identified as needing improvement were being addressed through support from the Advanced Teaching Practitioners and professional learning. Deep dives were also being carried out in the key areas identified in the SAR as requiring improvement.</p> <p>Governors commented that they were pleased to see that in year improvement in the SAR assessment was expected. The Deputy Principal commented that there was a need to accelerate the pace of improvement so that College's good was maintained.</p> <p>Governors challenged why there was still an issue with compliance in apprenticeships. The Deputy Principal Curriculum Development and Strategic Partnerships advised that the issues were mainly legacy non-compliance. The Head of Apprenticeships was leading addressing this and an update on progress was due end of November.</p> <p>Governors discussed the Sizewell C project and challenged if the College had a good focus on the needs of the project including its wider implications for the area. The Deputy Principal Curriculum Development and Strategic Partnerships advised that the College was working with Hinkley and the National College of Nuclear to understand and plan for what was needed. The College is developing a business plan for the Sizewell provision including a capital plan and this should be completed in the next few weeks.</p> <p>Governors noted that the wicked problems, the strategic priorities and political changes such as the County Deals again highlighted the amount of work ongoing and challenged if there was the capacity within the Senior Team. The Deputy Principal, Curriculum, Quality and Learner Experience advised that capacity had been increased as the roles below the Senior Team had now been filled, though the impact of this was still to be seen. The Director of People and Wellbeing advised that the Senior Team had considered structure at their recent away day and had concluded that the College's structure did not need changing and that there were now the right people in the majority of roles.</p> <p><b>Governors agreed the following action:</b></p> <ul style="list-style-type: none"> <li>• <b>Our Wicked Problems to have added Progress Reviewed 21/22 for each section.</b></li> </ul>		<b>SR</b>
ECC/22/11/6	Governance Update	
<p>The Director of Governance presented the report and updated on progress with the recruitment for a staff governor a Chair of Finance and General Purposes.</p> <p><b>Corporation resolved to:</b></p> <ul style="list-style-type: none"> <li>• <b>appoint Lisa George as Associate Governor, for an initial term of office of one year, our terms of office all end on 31 July so initially this would be to 31/7/23 on the Curriculum Development Committee.</b></li> </ul>		

<b>ECC/22/11/6.1</b>	<b>EIF Trial Feedback - slides from feedback session</b>	
<p>The Director of Governance presented the EIF trial feedback slides and advised that the report would be considered by Governance Remuneration and Search and the Governance SAR and QIP updated.</p> <p>Governors commented that it had been a useful and informative day. It had highlighted the need for the Board to have succinct reports that included KPIs and clear briefings on the key issues. The Deputy Principal, Curriculum, Quality and Learner Experience advised that KPIs were to be included in future Quality updates.</p> <p>Governors agreed that the Governance Summary report needed to be used for all reports and this needed to clearly and succinctly set out the issues.</p> <p>Governors raised that the College self-assessment paperwork needed refining and the Board noted that the Quality and Standards Committee had set an action on this.</p> <p><b>Governors agreed the following action:</b></p> <ul style="list-style-type: none"> <li>• <b>College KPIs to be included in relevant reports such as the CEO/Principals Report and Quality Update</b></li> <li>• <b>Governance summary to be used for all reports.</b></li> </ul>		<p>Senior Team</p> <p>Senior Team</p>
<b>ECC/22/11/7</b>	<b>Risk Register to review</b>	
<p>The Deputy Chief Executive presented the strategic risk register and advised that a new risk 'Failure to implement the Estates Strategy' had been added, the tactical risk for which was within the Estates Committee's remit. Once the Great Yarmouth rebuild was approved it would have its own project risk register.</p>		
<b>ECC/22/11/8</b>	<b>Management Accounts to receive and approve - September 2022</b>	
<p>The Deputy Chief Executive presented the management accounts and advised that these were the first accounts for the year and covered the two months August and September.</p> <p>Governors noted that the accounts showed that all KPIs were green and that this year's reduction in 16-18 numbers would be seen in lagged funding in 23/24 and would need to be addressed in the budgeting. The Deputy Chief Executive advised that this was the second year that the recruited numbers had not met the allocation. A paper on the forecast for 23/24 was to be brought to November's Finance and General purposes and this would set out the effect of this reduction on the income projections.</p> <p>Governors discussed the effect of energy cost increases. The Deputy Chief Executive advised that utilities were currently under fixed contracts but these started to expire in March 23 with very large increases expected and were therefore a risk to the College's finances that needed to be managed.</p> <p>The Deputy Chief Executive updated on changes in the finance team and the Board noted that support staff were also difficult to recruit especially with FE experience.</p>		
<b>ECC/22/11/9</b>	<b>Apprenticeship Update</b>	
<p>The Deputy Principal Curriculum Development and Strategic Partnerships presented the report and updated the Board on progress. The qualification achievement rate had increased from 20/21 but was below the predicted national achievement rate and the College was we likely to come under the ESFA's accountability framework. Recruitment</p>		

<p>was tracking to plan and there had been a focus in checking the validity of new sign ups. The Power BI dashboard developed by the Deputy Chief Executive had helped monitoring and reconciliation.</p> <p>Governors challenged what the ESFA's accountability framework would mean for the College. The Deputy Principal Curriculum Development and Strategic Partnerships advised that this was mainly data driven and included review of key areas such as achievement and retention and termly review by the ESFA on improvement progress.</p> <p>Governors challenged if the issues highlighted in the RSM audits had been addressed. The Deputy Principal Curriculum Development and Strategic Partnerships advised that legacy files were still being worked on to ensure that they were valid. For new and pre-sign up, the systems were now more organised and systematic and this would be further strengthened in the new year to ensure that validity for funding was ensured from the outset.</p> <p>Governors noted that the College mainly worked with SMEs and that there were few large employers in the area. The Deputy Principal, Curriculum, Quality and Learner Experience advised that an example of this could be seen in engineering where roughly 45 new starts this year were with around 25 employers. This can make employer engagement a challenge.</p> <p>Governors challenged what could be done to help ensure that more apprentices achieved and if there was a need to ensure that the assessment of applicants for apprentices was more robust. The Deputy Principal Curriculum Development and Strategic Partnerships advised that getting the right applicant on the right programme was key but often employers already had the apprentice before the College was involved.</p> <p>MD left the meeting.</p>		
<b>ECC/22/11/10</b>	<b>Quality and Standards Committee Report</b>	
<b>ECC/22/11/10.1</b>	<b>Annual Report</b>	
<p>The Quality and Standards Committee Chair presented the Committee's report. The main item on the committee's agenda had been the SAR, which the Board had now approved. The Committee would be reviewing the SAR in year and the additional quality assurance that had been in put place to help the College improve.</p> <p><b>The Corporation noted the Annual Report and agreed to its publication.</b></p>		
<b>ECC/22/11/11</b>	<b>Governance Remuneration and Search Committee Report</b>	
<b>ECC/22/11/11.1</b>	<b>Annual Report</b>	
<p><b>The Corporation noted the Annual Report and agreed to its publication.</b></p>		
<b>ECC/22/11/11.2</b>	<b>Interim Director of Governance Report</b>	
<p>The Director of Governance presented the report and advised that it had been considered as part of the Governance SAR. An external review of Governance was required by July 2024, and every 3 years after that and the Governance Remuneration and Search Committee would be looking at when this should take place.</p>		
<b>ECC/22/11/11.3</b>	<b>Chairs Appraisal</b>	
<p>The Senior Independent Director presented the appraisal, advised on the process followed and the objectives that had been set.</p>		

<b>The Corporation resolved to:</b>		
<ul style="list-style-type: none"> <li>• approve the Chair's objectives for 2022-23.</li> </ul>		
<b>ECC/22/11/11.4</b>	<b>Senior Independent Director - revised role description</b>	
<p>The Senior Independent Director presented the revised role description and explained that the revisions were based on his first year in post. During the year he had supported the Chair through regular one to ones and had carried out the appraisal of both the Chair and Vice Chair.</p> <p><b>The Corporation resolved to:</b></p> <ul style="list-style-type: none"> <li>• approve the revised <b>Appendix 16 Senior Independent Director Role Description.</b></li> </ul>		
<b>ECC/22/11/12</b>	<b>Curriculum Development Committee Report</b>	
<b>ECC/22/11/12.1</b>	<b>Annual Report</b>	
<p>The Curriculum Development Committee Chair presented the Committee's report. The main item on the committee's agenda had been the Curriculum Development and Curriculum Planning Strategy, and the need for employer engagement, which the Board had now approved.</p> <p>Deputy Principal Curriculum Development and Strategic Partnerships advised that the Curriculum Development and Curriculum Planning Strategy had been updated based on the Committee's comments.</p> <p><b>Governors agreed the following action:</b></p> <ul style="list-style-type: none"> <li>• <b>Revised Curriculum Development and Curriculum Planning Strategy to be circulated to the Board.</b></li> </ul> <p><b>The Corporation noted the Annual Report and agreed to its publication.</b></p>		<b>JB</b>
<b>ECC/22/11/13</b>	<b>People Committee - verbal update as meeting 10 11 22</b>	
<b>ECC/22/11/13.1</b>	<b>Annual Report</b>	
<p>The People Committee gave a verbal update on their meeting which had considered the HR Annual Report and the Pay Review. The affordability of the pay review was now to be considered by the Finance and General Purposes Committee.</p> <p><b>The Corporation noted the Annual Report and agreed to its publication.</b></p> <p>Governors noted that if the College had a smaller board the level of detail that the Committees considered would not be possible.</p>		
<b>ECC/22/11/14</b>	<b>ECETA Report</b>	
<p>The Board noted the report and the ECETA Chair updated the Committee on ECETA's work.</p>		