

**East Coast College Corporation Meeting Tuesday 20 September
2022 9am Conference Room Energy Centre Lowestoft Campus**

Present:	David Blake (Chair - DB) Mike Dowdall (MD) Tina Ellis (TE) Rob Evans (RE) Saul Humphrey (SH) Peter Lavender (PL) Ian Lomax (IL) Stuart Rimmer (CEO & Principal -SR) Nasima Begum (NB) Alan Debenham (AD) Kirk Lower (KL)	
In attendance:	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)	
ECC/22/09/1	Apologies and membership	Action
<p>Apologies Apologies were received and accepted from Giles Kerkham (GK) Andrew Walmsley (AW) Jude Owen (JO) and Andrew Timberlake (AT)</p> <p>Membership Alan Debenham (AD) Tina Ellis (TE) Rob Evans (RE) Stuart Rimmer (CEO & Principal - SR) Saul Humphrey (SH) Peter Lavender (PL) Andrew Timberlake (AT) 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)</p>		
ECC/22/09/2	Declarations of Interest	
<p>There were the following declarations of interest:</p> <ul style="list-style-type: none"> • Mike Dowdall as an employee of the LEP <p>It was agreed that this declaration did not preclude full participation in the meeting.</p>		
ECC/22/09/3	To approve the Minutes of 12 7 22, including confidential and any other matters raised previously not otherwise included in the Agenda	
<p>The minutes were approved as a true record of the meeting.</p> <p>The CEO advised that Henry Cator OBE and Lord Somerleyton has accepted the role of College Patron and this would be presented by the Chair at the Graduation Ceremony.</p>		
ECC/22/09/4	To Review the Rolling Action Log	
<p>14 12 21 ECC/21/12/7 – The Deputy Chief Executive advised that the College was still waiting for a decision from HMRC on the VAT.</p> <p>The Chair advised that he would like to see a ‘deep dive’ of an issue at each meeting and the Corporation agreed.</p>		
ECC/22/09/5	CEO/Principals Report	
<p>The CEO presented the update:</p> <ul style="list-style-type: none"> • Enrolment numbers were currently lower than planned but the process had worked well with a collegiate approach. 		

	<ul style="list-style-type: none"> • All areas had produced their 3 year planning cycles by themes and these would be shared with the Corporation. It would be cuttable by theme in order to see how the theme was being addressed cross College. • The College was producing a strong business case for investment for the facilities needed for the Sizewell C offer. Decisions would be needed on what the College was going to offer and what it would not and any offer would need to be commercially focused. • Great Yarmouth re-build is progressing and the College is waiting for formal notification of funding. It has been signed off subject to savings which the College believed were achievable without having a detrimental effect on the build. • Great Yarmouth HE Centre opening is delayed by a year due to a change in how it is to be tendered <p>Governors discussed the HE Centre and the risks of construction inflation and contractors not tendering. It was noted that contractors would not take the design or inflation risk. The CEO advised that it was important that the design was not compromised and there may need to be additional funding for the project. The College was to be a leaseholder and was one member of the Project Group that was overseeing it. The Project was at RIBA Stage C with a soft strip out completed.</p> <p>Governors challenged why there had been a delay. The CEO advised that using a framework had not attracted contractors and the project was now using a consortium approach which allowed smaller companies to bid for individual projects.</p> <p>Governors discussed how people could be encouraged to apply for courses related to Sizewell C. The CEO advised that there was a Young Sizewell C project and the College would promote its offer as part of its school liaison work. It would also be important to understand what courses and employers' students would be displaced from.</p> <p>Governors challenged if Colleges were cooperating on the Sizewell C offer. The CEO advised that three colleges and the CITB had signed MOUs with the consortium.</p> <p>Governors agreed the following actions:</p> <ul style="list-style-type: none"> • Chair to produce a schedule of 'deep dives' for the Corporation meetings. The schedule to be informed by the Strategic Priorities. 	DB
[REDACTED]	[REDACTED]	
[REDACTED]	[REDACTED]	
ECC/22/09/6	Governance Update	
	<p>The Director of Governance presented the update.</p> <p>Governor noted:</p> <ul style="list-style-type: none"> • Gemma Head's resignation as a Governor and formally noted the Corporation's thanks to her for her service. • The application to the FEC for the FE Governor Recruitment Service 	

ECC/22/09/6.1	Student Voice - Chair of Quality and Standards has agreed that this can come straight to Board for approval	
<p>The Deputy Principal, Curriculum, Quality and Learner Experience presented the paper. The Chair of Quality and Standards commented that he was content to support the proposals. It would be more complicated to have Individual campus posts but the reasoning for it was sound. There would need to be support to help ensure it was a success.</p> <p>The Director of Governance advised that Unloc, who the College had worked with previously, were to hold a workshop for the student leaders with other support provided online and that the student governors would receive a full induction and support.</p> <p>Governors challenged if the proposals would exclude Access Students.</p> <p>Governors agreed the following actions:</p> <ul style="list-style-type: none"> • Clarification to be sought on the Student Voice proposals to ensure that they were inclusive. <p>Governors approved, subject to the clarification, the:</p> <ul style="list-style-type: none"> • Student Voice Structure Proposal, structure and Student Union Constitution <p>And agreed elections could proceed.</p>		WS
ECC/22/09/7	Current Performance Update	
<p>The Deputy Principal, Curriculum, Quality and Learner Experience presented the update. Individual curriculum areas performance would be reviewed at the Self-Assessment Reviews.</p> <p>Governors challenged the performance in the 16-18 English and maths results. The Deputy Principal, Curriculum, Quality and Learner Experience commented that this was the first cohort since covid that had sat exams, with the 19/20 and 20/21 teacher accessed. Performance therefore needed to be compared to 18/19, which was the last years exams were held. Teacher accessed grades had been higher across the sector but had been based on data including classroom based mocks and course work. It needed to be remembered that these students had already failed the GCSE at school and it was a condition of funding but not always needed for their progression.</p> <p>The CEO commented that the examination affect needed to be understood together with how the College could support the students.</p> <p>Governors commented it would be interesting to see if those that had succeeded through teacher accessed grades were still succeeding at their next level.</p> <p>Governors challenged if valued added data was available. The Deputy Principal, Curriculum, Quality and Learner Experience advised that this data was last available in 18/19. Ofsted though would want to see data around this and how the College had added value.</p> <p>Governors challenged what action staff were taking around withdrawals. The Deputy Principal, Curriculum, Quality and Learner Experience advised that in good areas staff had a detailed understanding and could tell you exactly where each learner has gone, be it another institution, an apprenticeship or work. This level of detail needed to be seen across all areas.</p>		

<p>Governors commented that contextualising of the data was important to understand performance and this needed to be reviewed in the curriculum area SARs.</p> <p>Governors agreed the following actions:</p> <ul style="list-style-type: none"> Performance and context of that performance to be explored and challenged in the Self Assessment Reviews 		GOVs
ECC/22/09/8	Apprenticeships Strategic Update	
<p>The Deputy Principal Curriculum and Strategic Partnerships presented the update. Closing the 21/22 year has been challenging, particularly with the large number of frameworks to close and the urgent need to ensure files were compliant. There is a risk of a funding clawback if there is an ESFA Audit and files can not be shown to be compliant.</p> <p>The work to ensure new sign-ups and files are compliant from the outset is improving and progress is monitored bi-weekly. There are still a number of completions and withdrawals to be processed before the ILR closes on the 20th October. Once this work has been finalised, the qualification achievement rate is forecast to be up from 56.3% last year to around 63%.</p> <p>Governors challenged progress on recruitment. The Deputy Principal Curriculum and Strategic Partnerships advised that recruitment is tracking to plan and budget but that there had been some delays with enrolment which were being resolved. Sales development remains an area for improvement.</p> <p>Governors challenged if engagement with employers had improved as this was key to managing reputation. The Deputy Principal Curriculum and Strategic Partnerships advised that this still remained an area for improvement and to support this the college was currently out to recruitment for an Employer liaison coordinator and a Deputy Head of Apprenticeships. There was still work to do to ensure that the loyalty of employers was built on.</p> <p>Governors challenged if the provision had improved from requires improvement. The Deputy Principal Curriculum and Strategic Partnerships advised that there has been underperformance in the management of apprenticeships, which was being addressed formally. A quality assurance and quality improvement framework of regular structured meetings and support to improve groups has been put in place to support rapid improvement for all aspects of apprenticeship provision but it was still assessing currently as requires improvement. Apprentices who were retained ultimately completed their programme but timely achievement and retention remained a problem.</p> <p>Governors commented that there needed for compliance with procedures together with the right balance of encouragement and performance management.</p> <p>The Deputy Principal, Curriculum, Quality and Learner Experience commented that where that has not been vocational trainers in post or staff have had high workloads quality had been detrimentally affected. Staff recruitment has been helped with the introduction of differential pay and flexibility of roles which should see an improvement going forward in the quality of the offer. If Ofsted inspected the College would be able to demonstrate that there had been progress.</p> <p>The CEO advised that national data for benchmarking should be available in December and reminded the Board that intervention was a risk if the qualification achievement rate fell below 60% and the College could only retain its Ofsted good if the apprenticeship</p>		

<p>provision was at least requires improvement. When the data was available the self assessment of apprenticeships could be revisited to see if it could be assessed at a higher grade.</p> <p>Governors discussed the Colleges use of its own apprenticeship levy. The Director of People and Wellbeing advised that the College did not use all its levy and overall needed to look at how its use was maximised.</p> <p>Governors discussed the economics of running apprenticeships given the amount of senior management time and consultancy resources that it was taking. The Deputy Principal Curriculum and Strategic Partnerships advised that apprenticeships were only economical if all processes were working well and there was timely achievement. Apprenticeships were though critical in meeting local need and progression.</p>		
ECC/22/09/8.1	Draft Apprenticeship RSM Process Project	
<p>The Corporation noted the draft report. The Deputy Principal Curriculum and Strategic Partnerships advised that implementation of the recommendations would be part of the development plan.</p>		
ECC/22/09/10	Student Recruitment Review	
<p>The Deputy Principal Curriculum and Strategic Partnerships presented the report. The College was not currently meeting its 16-18 target and action was being taken to address this and to analyse why the target had not been met.</p> <p>Governors challenged if there were the students to recruit. The CEO advised that the demographic data would be reviewed by the Curriculum Development Committee. The Deputy Principal, Curriculum, Quality and Learner Experience advised that the demographics were flat and there were learners that would normally come to College who were working, some in seasonal work. The College was looking to work with the holiday parks to offer provision once the season ended and to provide in year provision for those identified by the Counties at NEET.</p> <p>Governors discussed the withdrawal of people over 50 from the work market and whether the College could develop an offer for them. The CEO advised that the Curriculum Development Strategy that was being produced included a section on adults and this would be considered at the next Curriculum Development Committee.</p>		
ECC/22/09/11	Financial Update	
ECC/22/09/11.1	Data Dashboard	
<p>The Deputy Chief Executive present the financial update and highlighted the financial risks. The energy support being provided by the Government would not be available to the College as it had fixed rate contracts in place with the earliest expiring in March 23.</p> <p>The CEO commented that there were 100 Colleges out of contract that would be badly affected by the energy crisis and it would therefore become a funding issue with possibly consideration of an education tariff.</p> <p>Governors challenged whether the savings that were included in the 22/23 budget had been identified. The Deputy Chief Executive advised that the apprenticeship carry forward needed to be clarified first as this should reduce the savings required. This would be set out in the first set of management accounts.</p> <p>Governors discussed the data dashboard that has been produced and noted this would be discussed in detail by the Finance and General Purposes Committee.</p>		

ECC/22/09/12	Strategic Risk Register	
<p>The Deputy Chief Executive presented the Strategic Risk Register which had been updated for the changes in completion for the major capital projects that were outlined in the report at agenda 13. The Strategic register was informed by the estate tactical register which was to be reviewed at October's Estates Committee.</p>		
ECC/22/09/13	Estate and Capital Projects Update	
ECC/22/09/13.1	Great Yarmouth D Block Overage	
<p>The Deputy Chief Executive presented the update on the three major Capital projects:</p> <ul style="list-style-type: none"> • GY Campus rebuild • GY HE Hub • T Level build and equipment. <p>The Great Yarmouth Projects had been considered within the CEO's update and the T Level project had been successfully completed over the Summer ready for the start of term. It included the creation of a new state-of-the-art welding workshop, a new Health-science laboratory and simulated hospital ward and offices repurposed into classrooms, and existing classrooms and circulation spaces fully refurbished.</p> <p>Governors challenged if savings on the GY campus rebuild could be achieved by discussion with the planners to reduce the need for stilts and by minimising the decant required. The Deputy Chief Executive advised that this would all be considered at the design stage.</p>		
ECC/22/09/14	People Update	
<p>The Director of People and Wellbeing presented the update and referred the Corporation to the organisation chart:</p> <ul style="list-style-type: none"> • A full management team was now in place. • Recruitment was seeing a reduced number of applicants for roles with nationally an average of one applicant per role. • Differential pay has been used in engineering and resulted currently in a full team. Concerns over its use has been raised by another team and these will be discussed by the Senior team. • The Real Living Wage is to be increased earlier due to the cost of living crisis and if this is increased above £10.60 the Corporation will need to discuss if they can retain their position as a real living wage employer due to knock on effect in other pay scales. • Absence rates were still high due mainly to Covid and mental health with delayed operations now also increasing the rate. <p>Governors discussed the Brazel vs Harpur Trust ruling and the financial effect this could have on the College. It was noted that additional legal advice is awaited and that work would then be required to calculate the financial effect and any contractual changes required going forward.</p> <p>The CEO reminded Governors that they had not included a pay award in the 22/23 budget due to making a two year award previously. The cost of living crisis meant there was now pressure to make an award and this would need discussion at People and Financial and General Purposes Committee before a decision was taken at the December Corporation.</p>		

ECC/22/05/20	Review of Meeting	
<p>Confidential items – Agenda Item 5.4 and separate confidential minutes</p> <p>Risk management – None.</p> <p>Equality and Diversity – Training session for the Corporation</p> <p>Health and Safety -. New Governor Link had met with the Estates Manager at Lowestoft and was due to visit Great Yarmouth too. His visit form would be included with the Health and Safety report to Finance and General Purposes Committee.</p> <p>Sustainability –. None</p> <p>Media – None.</p> <p>How did the meeting go – a good detailed discussion.</p>		<p>WS</p>