

East Coast College Corporation Meeting

Tuesday 5th November 9am Energy Centre Lowestoft Campus

Present:	David Blake (Chair - DB) Tina Ellis (TE) Giles Kerkham (GK) Peter Lavender (PL) Rachel Kirk (RK) Mike Dowdall (MD) Graham Evans (GE) Paul Padda (Principal and CEO) Madeleine Moretta (MM) Katie Alexander (KA) Teresa Sharman (TS) Ian Lomax (IL) Jude Owens (JO) Vicki Paterson (VP) Robin Jackson (RJ)	
In attendance:	Wendy Stanger (Director of Governance), Ann Wall (Director of People and Wellbeing), Urmila Rasan (Deputy Chief Executive) Gary Jefferson (Deputy Principal), and for items 1 to 5 Kerry Payne (Principal Lowestoft Sixth Form Assistant Principal (Higher Education and Access)	
ECC/24/11/1	Apologies and membership	Action
<p>Apologies</p> <p>Apologies were received from Kirk Lower (KL) and Lynne Doublet (LD)</p> <p>Membership</p> <p>Tina Ellis (TE) Peter Lavender (PL) Mike Dowdall (MD) Giles Kerkham (GK) David Blake (Chair - DB) Kirk Lower (KL) Ian Lomax (IL) Jude Owens (JO) Teresa Sharman (TS) Rachel Kirk (RK) Vicki Paterson (VP) Graham Evans (GE) Katie Alexander (KA) Logan-Jaimes Gravells (LG) Madeleine Moretta (MM) Lynne Doublet (LD) Robin Jackson (RJ) Paul Padda (Principal and CEO)</p> <p>Robin Jackson (RJ) and Gary Jefferson were welcomed to their first Board meeting and introductions were made.</p>		
ECC/24/11/2	Declarations of Interest	
<p>There were the following declarations of interest:</p> <ul style="list-style-type: none"> • Tina Ellis as ECETA Chair and as a Governor at an Ormiston School. <p>It was agreed that these declarations did not preclude full participation in the meeting.</p>		
ECC/24/11/3	To approve the Minutes of the last meetings 9 7 24 and any other matters raised previously not otherwise included in the Agenda.	
<p>The minutes of 9 7 24 were approved as a true record of the meeting.</p> <p>The Principal and CEO raised that the Board needed to review its subcontracting provision at an early stage to help ensure that it was meeting needs.</p> <p>Governors discussed the impact on the College of the end of the devolution deal. The Principal and CEO advised that a level 2 deal was being explored which would devolve the adult skills budget and would see Colleges being the primary delivery partner.</p> <p>Governors agreed to the following actions:</p> <ul style="list-style-type: none"> • Subcontracting report to the December Board. 		PP
ECC/24/11/4	Rolling Action Log	
<p>The rolling action log was reviewed and the updates were noted.</p>		

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	PART 1 AGENDA	
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ECC/24/11/6	Strategic Focus - Self Assessment 2023/2024	
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CC/24/11/6.1	Quality Improvement Plan	
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The Chair advised that the focus of the meeting was the College’s self-assessment. He was positive about the changes and improvements that had already taken place and planned but disappointed in some of the outcomes.

The Deputy Principal presented the report Self-Assessment Review (SAR). This had been developed, following an external consultant validating department SARs, reviewing the data, and following the guidelines of the OFSTED Education and Inspection Framework for Further Education. He thanked the governors for their support and challenge at the department validation meetings. There was a need to ensure that the basics were in place and that improvements were made quickly.

The Chair of Quality and Curriculum commented that the Quality and Curriculum had reviewed the self-assessment. There was a need to improve how the areas self-assessed and to ensure that the Quality Improvement Plans actions were implemented. Governors can help with this by continuing to be visible in the College and discussing progress with staff and students.

The Principal advised that all local colleges were due an Ofsted visit and were currently taking place. Feedback was that the skills agenda was a key area in the inspections and there was a need for the curriculum teams to be able to articulate their employer engagement.

Governors challenged the Sixth Form performance. The Principal and CEO advised that comparison was being made between teacher assessed grades and relaxed grade boundaries with exam grades which were now back to pre-covid. There was a need to ensure that classrooms were set up and welcoming for students and that there were frequent formative assessments and meaningful feedback. To help with this AS levels were to be re-introduced as this gave a certificated assessment. The Sixth Form needed to be branded and developed as a sixth form with a focus on the value added.

Governors challenged if the College had the required staff resources. The Deputy Principal advised that the College was reviewing staffing and where staff resources were focussed.

Governors discussed retention. The Deputy Principal advised that it was key for retention, attendance, and outcomes that the right student was on the right course and as part of this the College had been running a ‘Swap Don’t Drop’ campaign. The actions taken following the Learner Attrition - Research Project showed that per-census withdrawals had reduced. The recommendations will continue to underpin the College’s drive to improve retention.

Governors discussed attendance and challenged if there needed to be a bigger focus on it as it was a key life skill as well as important for learning, achievement, and safeguarding. Governors noted that in some walkthroughs they had observed students arriving late due to reasons such as transport, external appointments, or just being late. The Deputy Principal commented that the effects of covid were still being felt, feeder schools had poor attendance so the students were out of the habit of attending and some had a non-supportive home life. The Curriculum Leadership team had discussed attendance and it was agreed that

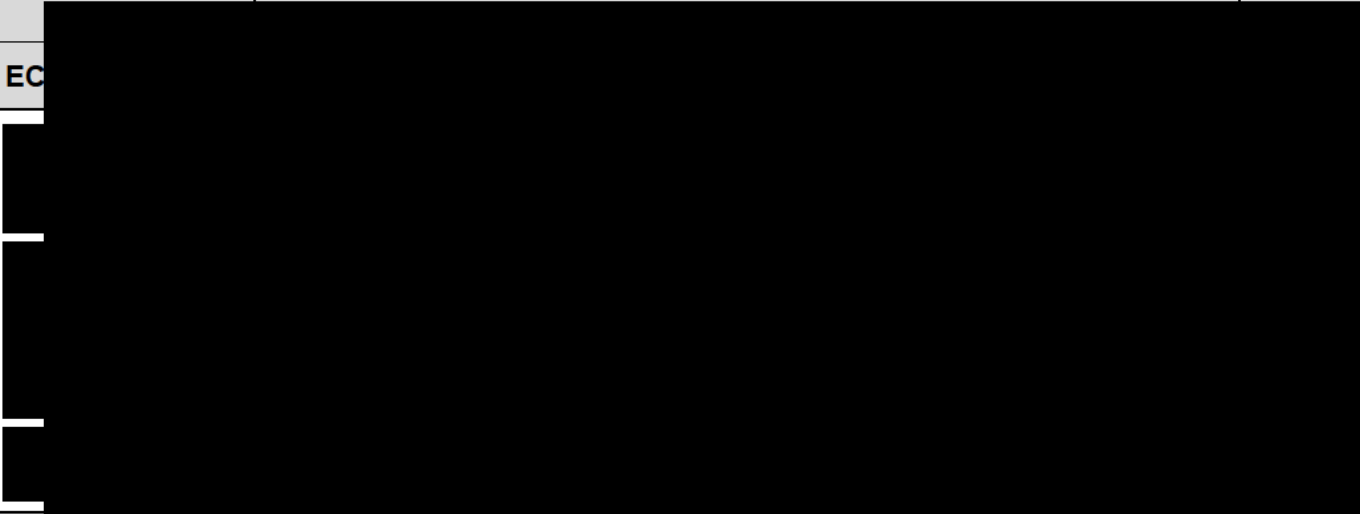
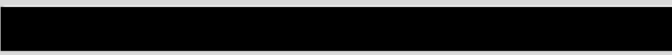



<p>disciplinary action was not appropriate as the students needed the College to be supportive and help change their mindset. The RED induction activities were one way that the College was looking to embed a positive mindset. Governors commented that staff needed clear attendance guidance to ensure a consistent approach.</p> <p>The Director of People and Wellbeing commented that staff and students were less resilient than pre-covid and in some cases saw attendance as optional. There needed to be clarity of expectations and approach for all staff and students.</p> <p>The Principal and CEO commented there was a need to be sharper on the issues and not make assumptions about what would work in each area.</p> <p>The Director of Governance commented that the research carried out on attendance by Unloc demonstrated a cultural difference between students' views on attendance between campuses.</p> <p>The Deputy Principal advised that reporting on attendance was being revised so that attendance trends could be reviewed. This will include cumulative year-to-date attendance and that for the last 4 weeks. It had been reinforced to staff that registers need to be marked within the first 15 minutes and from this automatic reminder texts were to be sent.</p> <p>Governors commented that the quality of teaching and learning was key to attendance, if lessons were engaging and interesting students were motivated to attend. Students needed to understand the impact of their non-attendance on their outcomes and progression.</p> <p>Governors discussed the performance of the College's Sub Contractor St Eds and challenged what support was being provided to help improve their performance. The Deputy Principal advised that the College was providing additional quality support and their Maths and English team had been linked with the College's Head of Maths and English. The College is recruiting a specific quality post to focus on sub-contractors.</p> <p>Governors challenged whether the QIP was detailed enough. The Deputy Principal advised that the QIP was a live document with long-term strategic objectives with a short-term focus and all staff needed to take responsibility for improvements.</p> <p>Governors commented that it was important that the whole College team understood their part in the College improvement process.</p>	
ECC/24/11/7	Principal and CEO Report
CC/24/11/7.1	KPIs
<p>The Principal and CEO presented the report and provided an update on the sector and the College. There was currently no guidance on how the additional monies announced in the budget were to be distributed but the unions were pressing for it to be used for a pay award. It had been confirmed that the NI increases would be covered for Colleges. The College's recruitment for 16-18 is above target and there has been significant demand as anticipated at lower levels in particular in trades such as construction, motor vehicle, and beauty. An additional NEET programme is due to start across both Lowestoft and Great Yarmouth in November.</p> <p>Governors challenged why recruitment for apprenticeships and HE was down. The Principal and CEO advised that the reasons for this included industry changes, competitors and students not wanting to take out a loan. This would have a long-term impact on the College's income as they were 3 /4 year courses and solutions were being looked into where a cohort wasn't currently large enough to run. The staffing and financial impact will be reviewed in the forecast. The Government was looking at re-focussing apprenticeship funding back to the lower levels and away from Level 7.</p>	

<p>Governors commented that it was concerning that HE recruitment was down when the College was opening the HE Centre especially as Access numbers who normally progress to the College's provision were also down. There would be a need to review and refocus the provision and use the HE Centre in marketing.</p> <p>Governors reviewed the KPIs and noted that financial and people-related indicators were performing well, however, those as discussed, relating to student success progression and recruitment were below target.</p>	
<p>ECC/24/11/8</p>	<p>Governance Update</p>
<p>The Director of Governance presented the update which covered the written resolutions, learner voice, and governor recruitment. Governance Remuneration and Search had arranged an additional meeting to review the Governance Self-Assessment further.</p> <p>Governors commented that the learner voice update was positive and it was hoped that this could be built on.</p> <p>The Chair commented that the governor recruitment had resulted in a refreshed and strengthened Board with succession in place too. Any further governor applicants would at this stage be considered for future year appointments.</p> <p>Corporation to note and minute that the written resolutions were passed:</p> <ol style="list-style-type: none"> 1. To approve QD017 Safeguarding Children and Vulnerable Adults Policy and Procedure 2. To approve: <ul style="list-style-type: none"> QD007 Travel and Subsistence Policy and Procedure QD029 Risk Management Strategy and Policy and Procedure QD104 Regulatory, Propriety and Compliance Manual QD106 College Companies, Acquisitions and Joint Ventures Policy QD107 Revenue and Capital Budget Policy and Procedure QD108 Income Policy QD113 Inventory and Asset Management Policy QD114 Credit Management Policy QD115 Treasury Management, Banking and Cash Policy QD116 Management Accounts and cashflow Policy and Procedure QD152 Anti-Fraud Policy QD153 Anti-Bribery Policy QD154 Counter Fraud Strategy 3. To approve <ul style="list-style-type: none"> QD004 Data Protection Policy QD087 Rights of Individuals Policy QD088 Rights of Individuals Procedure QD089 Data Breach Notification Policy QD090 Data Breach Notification Procedure 	

<p>4. To appoint as College Fellows:</p> <p>Rob Evans</p> <p>Alan Debenham</p> <p>Peter Aldous</p> <p>Corporation to resolve to appoint, subject to the required checks and acceptance of the offer:</p> <ul style="list-style-type: none"> • Maisy Clark and Emily Harvey as student governors for their term of tenure as Student Presidents. • Rachael Botley as an Associate Governor on Finance and General Purposes for a term of 2+2 years, which as terms are aligned to academic years would mean for an initial period to 31/07/2026. • Mark Buckton as an Independent Governor and a member of Quality and Curriculum for a term of 2+2 years, which as terms are aligned to academic years would mean for an initial period to 31/07/2026. • Andy Tovell as an Independent Governor and a member of Finance and General Purposes for a term of 2+2 years, which as terms are aligned to academic years would mean for an initial period to 31/07/2026. 	
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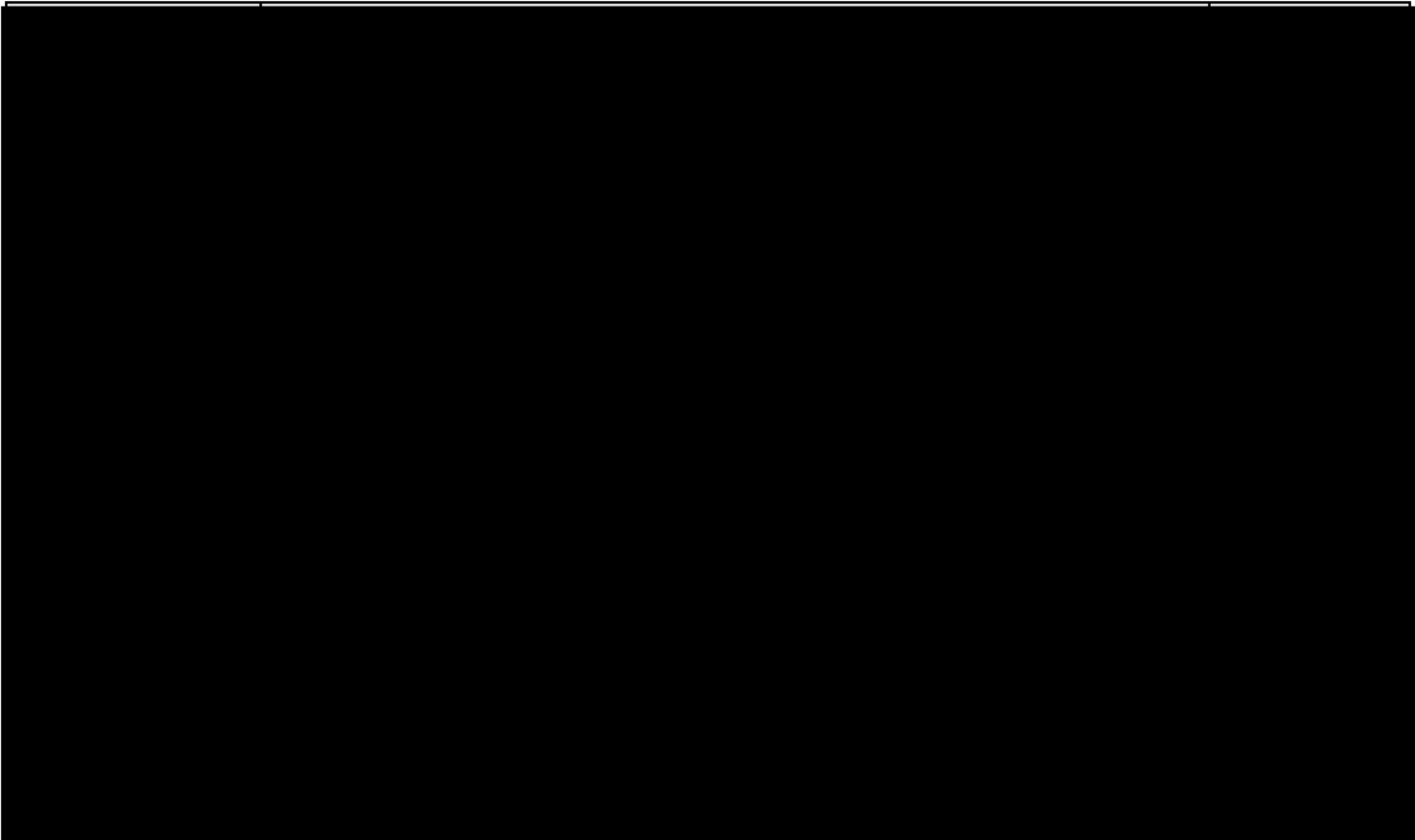
ECC/24/11/9	Risk Register	
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<p>The Risk Register was noted. The Deputy Chief Executive advised that this was not a full review as only the Governance, Remuneration and Search and Quality and Curriculum Committees' had met and reviewed their Tactical Risk Registers in the Autumn term.</p>	
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ECC/24/10/13	Governance Remuneration and Search Committee	
The Governance Remuneration and Search Committee Report was noted.		
	Resolutions recommended by committees on which no discussion is anticipated	
ECC/24/10/13.1	Review of Governance Remuneration and Search Terms of Reference	
Corporation resolved to <ul style="list-style-type: none"> adopt the revised Governance Remuneration and Search Terms of Reference as recommended by Governance Remuneration and Search Committee. 		
	Report from Committee for information on which no discussion is anticipated	
ECC/24/10/13.2	Governance Remuneration and Search Annual Report 2023/24	
The Corporation noted the Governance Remuneration and Search annual report and approved its publication.		
	Subsidiary Update	
ECC/24/10/14	ECETA Report	
The ECETA Report was noted and the ECETA Chair advised that it had been a positive year.		
ECC/24/10/15	Policy and Strategy Reviews	
<p>The Director of Governance presented the report.</p> <p>Governors noted that this would reduce the policies brought to committees and allow more time for strategic discussions and agreed that a small amendment also be made to the written resolution section in the standing orders.</p> <p>The Corporation resolved to approve:</p> <ol style="list-style-type: none"> the written resolution process be used for policy, procedures, and Strategies in the following circumstances: <ul style="list-style-type: none"> where there are a number that require approval and these have no material changes that they are reviewed and approved by the Board by written resolution and where approval is required between meetings the written resolution process is used. And that an amendment be made to the standing orders section 17.1 to state that ... <i>Written Resolutions should only be used in appropriate circumstances...</i> 		



ECC/24/10/18	Review of meeting	
	<ol style="list-style-type: none">1. Confidential Items: Items 5, 10, 16 and 17.2. Were Learners prominent in discussions: A focus of the meeting.3. Risk Management: any issues discussed which may require an additional Assessment: None4. Equality & Diversity: any issues discussed which may require an additional Impact Assessment:5. Health & Safety: any issues discussed which may require an additional Impact Assessment:6. Sustainability: any issues discussed which may require an additional Impact Assessment: Capital works.7. Media: any issues discussed to inform local media: Maritime and Estate Development once agreed8. How did the meeting go: Detailed and important discussions	