

# East Coast College Corporation Meeting

9am Tuesday 8<sup>th</sup> July 2025 East Lowestoft Campus

<b>Present:</b>	Tina Ellis (Vice Chair Community TE) Peter Lavender (PL) Mike Dowdall (MD) Giles Kerkham (GK) Ian Lomax (IL) Rachel Kirk (RK) Madeleine Moretta (MM) Robin Jackson (RJ) Andy Tovell (AT) Paul Padda (Principal and CEO) Rachael Botley (RB) Katie Alexander (KA) Mark Buckton (MB) Kirk Lower (Vice Chair KL) and Teresa Sharman (TS)	
<b>In attendance:</b>	Wendy Stanger (Director of Governance), Urmila Rasan (Deputy Chief Executive) and Gary Jefferson (Deputy Principal) and for item 5, Rachel Bunn (Director for Commercial, Projects and Community) and for item 7 Alex Wallace (Student Services Manager)	
<b>ECC/25/7/1</b>	<b>Apologies and membership</b>	<b>Action</b>
<p><b>Apologies</b></p> <p>Apologies were received from David Blake (Chair - DB), Vicki Paterson (VP), Graham Evans (GE), and Ann Wall (Director of People and Wellbeing)</p> <p><b>Membership</b></p> <p>Tina Ellis (TE) Peter Lavender (PL) Mike Dowdall (MD) Giles Kerkham (GK) David Blake (Chair - DB) Kirk Lower (KL) Ian Lomax (IL) Teresa Sharman (TS) Rachel Kirk (RK) Vicki Paterson (VP) Graham Evans (GE) Katie Alexander (KA) Logan-Jaimes Gravelles (LG) Madeleine Moretta (MM) Robin Jackson (RJ) Mark Buckton (MB) Andy Tovell (AT) Maisy Clark (MC) Emily Harvey (EH) Paul Padda (Principal and CEO) Rachael Botley (RB)</p> <p>In the absence of the Chair the meeting was chaired by Kirk Lower (Vice Chair KL).</p>		
<b>ECC/25/7/1</b>	<b>Declarations of Interest</b>	
<p>There were the following declarations of interest:</p> <ul style="list-style-type: none"> <li>Tina Ellis as ECETA Chair and as a Governor at an Ormiston School. Graham Evans as ECETA Director.</li> <li>Wendy Stanger as Rockborn consultant working with Unloc on learner voice.</li> <li>Mark Buckton as a Director of Renewable Connect International, which has offered the college the opportunity to trial its Renewable Energy Online training materials. He is also employed by Opergy, a company currently looking at reviewing the college's carbon footprint, and is additionally involved in conducting workforce surveys and estimations, and delivering skills solutions in support of the Sizewell project.</li> </ul> <p>It was agreed that these declarations did not preclude full participation in the meeting.</p>		
<b>ECC/25/7/3</b>	<b>To approve the Minutes of the last meeting 20 5 2025 and any other matters raised previously not otherwise included in the Agenda.</b>	
The minutes of 20 5 25 were approved as a true record of the meetings.		
<b>ECC/25/7/4</b>	<b>Rolling Action Log</b>	
The rolling action log was reviewed. The Director of Governance advised that the AI working group had been postponed until the next academic year.		

<b>ECC/25/7/5</b>	<b>CEO/Principals Report</b>	
<b>ECC/25/7/5.1</b>	<b>College Key Performance Indicators against Strategic Priorities 2024/25</b>	
<b>ECC/25/7/5.2</b>	<b>Three Year Plan</b>	
<b>ECC/25/7/5.3</b>	<b>DFE Governor Dashboard June 2025</b>	
<b>ECC/25/7/5.4</b>	<b>Draft Subject to Edit Annual Report</b>	
<p>The Principal presented the report and confirmed that the three-year strategic plan had been reviewed and updated by the relevant committees. Ongoing progress will be reported at future Board meetings. Two key areas remain under development: The Estates Strategy and the Pay Strategy. The Estates Strategy is currently being drafted, supported by additional condition and space review work. The final version is scheduled for presentation to the Board in the autumn term after review by the Estates Committee. The Pay Strategy is planned for review during the Board's Away Day in January. He thanked the Governors for their support of the Self-Assessment Reviews (SAR). He noted that while there has been positive movement with an increased number of areas self-assessing as 'Outstanding' and several others improving to 'Good', attendance and retention remain key areas for development. Retention experienced a decline at the end of the autumn term. Final achievement data, due in September, will provide an opportunity to revisit and confirm SAR gradings. The Establishment Review covered restructuring, changes to job descriptions/duties, and redundancy processes with compulsory redundancies minimised. The Staff Celebration Day was a great success, with over 380 staff members nominated for awards. The event provided a positive and uplifting conclusion to the academic year.</p> <p>Governors commented that the staff celebration day was an enjoyable and uplifting event, providing a positive recognition of the staff team's hard work and dedication.</p> <p>Governors discussed Sizewell and the investments happening in the area and how the College could maximise the opportunities. The Director for Commercial, Projects, and Community advised the Board on the expression of interest the College had submitted to the Asset Skills Enhancement and Capability (ASEC) fund, operated by Suffolk County Council. This would help develop the Lound Civil Engineering Campus and involve demolishing the main building to replace it with a facility for specialised training, including scaffolding, that meets the requirements of the Sizewell C supply chain.</p> <p>Governors expressed concerns about the proposed development at Lound, especially considering the upcoming Estates Strategy, which is expected to show that the College is currently over spaced. They questioned whether alternative options, such as selling the site, should be considered, since development would raise the College's overhead costs and space. Additional concerns were raised about the site's distance from Sizewell, which could hinder its development. The Deputy Chief Executive explained that the College lacks specific space for provision such as scaffolding, and clarified that the proposed replacement building would be smaller than the one being demolished. The College would require external funding to develop the site, as the current buildings are unusable. The development would be zoned and funded through multiple sources. The Director of Commercial, Projects, and Community mentioned that Lound is also intended for commercial partnership opportunities and to support the Sizewell Supply Chain.</p> <p>The Principal advised that the ASEC funding bid provided the College with an opportunity to develop the Lound site and introduce, in collaboration with local employers, new provision aligned with regional needs. Space utilisation would be considered in the Estates Strategy, and the Board would need to consider some disposal.</p>		

<p><b>Governors agreed the following actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Estates to be a standing item on the Board agenda.</b></li> <li>• <b>Business Plan for Lound to be developed and reviewed by the Board.</b></li> </ul> <p><b>Corporation resolved to approve:</b></p> <ul style="list-style-type: none"> <li>• <b>The 3 year plan</b></li> <li>• <b>that an application for the Lound project is submitted to the ASEC fund.</b></li> </ul>		<p><b>UR</b></p> <p><b>UR</b></p>
<b>ECC/25/7/6</b>	<b>Governance 2025/26 and Governance Update, including Written Resolution and Seal</b>	
<b>ECC/25/7/6.1</b>	<b>Governance Team 2025/26 as recommended by Governance Remuneration and Search</b>	
<b>ECC/25/7/6.2</b>	<b>Governance Schedule 2025/26 as recommended by Governance Remuneration and Search</b>	
<p>The Director of Governance presented the report and advised on the Governance Schedule, Governance Team for 2025/26, and the use of the written resolution and seal. Terms of office had been reviewed to help ensure a balance of continuity and refreshment and to mitigate the risk of all ending in the same year.</p> <p>Governors challenged why it was proposed to appoint the new governor to Finance and General Purposes. The Director of Governance advised that the Committee felt that the mix of skills and knowledge would be useful for oversight over the College's business.</p> <p>Governors agreed that the introduction of breakout sessions at the Board had been a useful initiative and agreed that the topics should be agreed upon at each Board.</p> <p>The Estates Chair commented that expanding the Estates Committee to include members with expertise in teaching and learning would help enhance the Committee's effectiveness and raise the profile of Estates.</p> <p><b>Corporation resolved, as recommended by Governance Remuneration, and Search to approve</b></p> <ul style="list-style-type: none"> <li>• <b>Governance and Business Schedule 2025/26 (6.2)</b></li> <li>• <b>Governance Team 2025/26, including appointing Rachel Kirk and Robin Jackson to the Estates Committee (6.1)</b></li> <li>• <b>Revised terms of office</b> <ul style="list-style-type: none"> <li>○ <b>Vicki Paterson – enact the +2 to take the term of office to 31/7/2028</b></li> <li>○ <b>Rachael Botley – enact the +2 to take the term of office to 31/7/2028</b></li> <li>○ <b>Mark Buckton – enact the +2 to take the term of office to 31/7/2028</b></li> <li>○ <b>Robin Jackson – enact the +2 to take the term of office to 31/7/2028</b></li> <li>○ <b>Giles Kerkham – extend to 31/07/2028</b></li> <li>○ <b>Teresa Sharman - extend to 31/07/2029</b></li> <li>○ <b>Ian Lomax – extend to 31/07/2029</b></li> <li>○ <b>Rachel Kirk – extend to 31/07/2029</b></li> <li>○ <b>Tina Ellis – extend to 31/07/2026</b></li> </ul> </li> </ul>		

- **Peter Blackburn, Associate Governor – enact the +2 to take the term of office to 31/7/2027**

**And that**

- **Tina Ellis is appointed Vice Chair Community to 31/7/2026 and**
- **Kirk Lower is appointed Vice Chair to 31/7/2026**

**With flexibility to amend in the year as part of the Chair's succession planning.**

- **Dawn Carman-Jones be appointed as a Full Governor on Finance and General Purposes. The position would be for an initial period of 2 years plus 2 years, subject to annual review, and commence 1 September 2025.**
- **Revised Terms of Reference, Finance and General Purposes, and Estates Committees**
- **Revised Instrument and Articles, removing sections 13.7 and 4.2 and updating to reflect that the ESFA is no longer in existence and the Audit Code has been withdrawn.**
- **Revised Standing Orders updating to reflect that the ESFA is no longer in existence and the Audit Code has been withdrawn.**

**And to minute the**

- **Written resolution, The Corporation is requested to approve the signing of the Partnership Agreement with the University of West London, subject to the Inclusion of the proposed amendments, detailed with no material changes, was passed.**
- **Sealing of the Underlease for Great Yarmouth The Place between the College and the University of Suffolk, and the Lease for Great Yarmouth, The Place between the College and Great Yarmouth Borough Council.**
- **Tina Ellis, Directorship of ECETA and as Chair, has been extended to 31/7/2026**
- **Peter Blackburn appointed as a Director of ECETA to 31/7/2027, a term consistent with his Associate Governor role.**

**ECC/25/7/7**

**Learner Voice**

The Student Services Manager presented the report and advised on the proposed changes to the student voice structure. This would move away from the Student Union model to an integrated model of student voice activities embedded within weekly Personal and Social Development (PSD) sessions and the appointment of a Student Representative for every course. These Student Representatives would meet once per term (on each campus) to discuss issues and provide feedback.

The Director of Governance advised that as part of the changes, the Student Governors would move to an appointment based one overseen by the Governance Remuneration and Search Committee. These roles would be advertised and open to all students and learners. It should be remembered that Student Governors have the same role and responsibilities as any other governor when appointed and are not there as student representatives. In addition, a Student Committee would be added to the governance structure, chaired by the Student Governors.

Governors welcomed the proposals and commented that it was important that the students were supported to make a success of the roles. The Student Services Manager advised that support would be provided by the Success coaches. The Director of Governance advised that the Student Governors would be supported by her, would have access to the Unloc Student Governor Changemaker Programme, and would have an induction, including a mentor, the same as all other governors.

Governors commented that it was important that the Student Body consider community and societal issues. The Deputy Principal commented that as part of the changes to the PSD sessions life skills, critical thinking and the confidence to speak up would be developed.

Governors agreed that it was a positive change, which it was hoped would develop the student voice at the College. Part of the student's role should also be to develop and mentor the next student representatives.

**Corporation to support the revised student voice model and to resolve that:**

- 1. The student union is replaced with a student body made up of course representatives**
- 2. A Student Committee is added to the governance structure**
- 3. Student governors in 2025/26 are appointed by interview, overseen by the Governance Remuneration and Search Committee**

**ECC/25/7/8**

**Budget 2025/26 and Three year financial forecast as recommended by Finance and General Purposes**

**ECC/25/7/8.1**

**College Financial Forecast Return (CFFR) Extracts**

The Deputy Chief Executive presented the budget and three year financial forecast. The budget had been developed following the curriculum plan, and a prudent approach had been taken. Due to the Government's late policy announcements, not all reflected in the budget, the financial impact will be assessed in the first re-forecast. The College had received an additional grant to cover the increase in National Insurance, and this would cover 75% of the overall College costs as well as additional funding for strategic priorities, including staff recruitment and retention. The budgeted pay increase would be partly covered by the grant, and the affordability of the remainder would be assessed after enrolment.

Governors challenged whether the apprenticeship recruitment assumptions in the budget were achievable. The Deputy Principal advised that, given the historical issues, a prudent approach had been taken. Recruitment was on target, with additional potential employer contracts being discussed.

Governors noted that the additional overhead costs of The Place were not currently met by the curriculum plan and that the College needed to develop the offer, including its efficiency. The Deputy Chief Executive advised that increases budgeted for AEB and Advanced Learner Loans to help meet the additional overhead costs.

Governors commented that as the College had now adopted a Reserves Policy, this needed to be reported against; the Deputy Chief Executive suggested including in in the management accounts and this was agreed.

**Governors agreed the following action:**

- Reserves Policy reporting to be added to the management accounts.**

**UR**

<p><b>Corporation resolved, as recommended by the Finance and General Purposes Committee, to approve:</b></p> <ul style="list-style-type: none"> <li><b>the budget 2025/26 and the Three-Year College Financial Forecast Submission, comprising a College Financial Forecast Return and Commentary.</b></li> </ul>		
<b>ECC/25/7/9</b>	<b>Risk Register - Strategic and Tactical Summaries</b>	
<p>The Director of Governance advised that, as requested by the Board, the summary of the tactical risk registers had been included with the Strategic Risk Register. The Strategic Risk Register's scoring was based on the related tactical risks.</p> <p>The Audit Chair advised that the Audit Committee had reviewed the risk registers and were assured that they were being reviewed and updated.</p>		
<b>ECC/25/7/10</b>	<b>Management Accounts - May 2025 as reviewed by Finance and General Purposes</b>	
<p>The Deputy Chief Executive presented the Management Accounts and advised that the College was on target to meet the budget, with the actions set out in the financial recovery plan met and financial health good retained.</p> <p>Governors commented that it was positive to see that the financial recovery plan had been met.</p>		
<b>ECC/25/7/11</b>	<b>Utility procurement</b>	
<p>The Deputy Chief Executive presented the report and advised on the process that had been followed for the utility procurement. The price was changeable and had already changed since the report was written. The contracts were at a lower cost than the previous contract and represented a saving on the budget.</p> <p>Governors challenged the sustainability of the proposed procurement. The Deputy Chief Executive advised that the College has a strategic objective to become carbon net zero by 2030. The College was required to have a carbon reduction plan, and this was currently being developed. While the environmental impact of energy sources has been considered, the current cost of fully green energy provision is prohibitive. As a result, the proposal is to proceed with a green electricity and brown gas option. By the time of the next tender in 2028, the College's gas usage will have decreased significantly, as the new Great Yarmouth building will not rely on gas for heating. It is also anticipated that the green gas market will have become more competitive by then.</p> <p><b>Corporation resolved to agree that:</b></p> <ul style="list-style-type: none"> <li><b>Three year contracts with SSE green electricity and Shell Energy brown gas are entered into with effect from 1st October 2025.</b></li> </ul>		
	<b>Committee Reports for Information</b>	
<b>ECC/25/7/12</b>	<b>Finance and General Purposes Committee Report 24 June 2025</b>	
<p>The Finance and General Purposes Committee Report was noted, including the summary and recommendations.</p>		

ECC/25/7/12.1	Subcontracting Tender as recommended by Finance and General Purposes	
<p>Corporation resolved, as recommended by the Finance and General Purposes Committee, to approve:</p> <ul style="list-style-type: none"> <li>• that the following organisations be appointed as deliverers of sub-contracted provision for the College for the 2025/26 year. <ul style="list-style-type: none"> <li>○ Dance Performance Academy (DPA)</li> <li>○ Inspire Suffolk</li> <li>○ St Edmunds Society</li> <li>○ ACE</li> </ul> </li> </ul>		
ECC/25/7/12.2	Cleaning contract tender as recommended by Finance and General Purposes	
<p>Corporation resolved, as recommended by the Finance and General Purposes Committee, to approve:</p> <ul style="list-style-type: none"> <li>• A tender process for the College cleaning contract, effective from 14th February 2026, be launched in September 2025 using the services of the Crescent Purchasing Consortium (CPC).</li> </ul>		
ECC/25/7/12.3	Financial Polices for approval as recommended by Finance and General Purposes	
ECC/25/7/12.3.1	QD027 Fee Policy 2025/26 as recommended by Finance and General Purposes	
ECC/25/7/12.3.2	QD048 Bursary Policy 2025/26 as recommended by Finance and General Purposes	
ECC/25/7/12.3.3	QD093 Subcontractor Policy 2025/26 as recommended by Finance and General Purposes	
ECC/25/7/12.3.4	QD074 Supply chain fees and charges policy 2025/26 as recommended by Finance and General Purposes	
<p>Corporation resolved, as recommended by Finance and General Purposes Committee, to approve:</p> <ul style="list-style-type: none"> <li>• QD027 Fee Policy 2025/26 as recommended by Finance and General Purposes</li> <li>• QD048 Bursary Policy 2025/26 as recommended by Finance and General Purposes</li> <li>• QD093 Subcontractor Policy 2025/26 as recommended by Finance and General Purposes</li> <li>• QD074 Supply chain fees and charges policy 2025/26 as recommended by Finance and General Purposes.</li> </ul>		

<b>ECC/25/7/13</b>	<b>Audit Committee Report 1 July 2025</b>	
<p>The Audit Committee Chair presented the summary report and advised of the recommendations that the Committee was making to the Board regarding the Audit Plan and the policies. It was proposed that next year's internal audit plan cover Key Financial Controls: General Ledger and Curriculum, and Financial Planning. The third audit was still to be determined and would be agreed at the Autumn meeting, and would be either Procurement and Contract Management or Performance Management of KPIs.</p>		
<b>ECC/25/7/13.1</b>	<b>Annual Audit Plan as recommended by Audit</b>	
<p><b>Corporation resolved, as recommended by the Audit Committee, to approve:</b></p> <ul style="list-style-type: none"> <li><b>Annual Audit Plan</b></li> </ul>		
<b>ECC/25/7/13.2</b>	<b>Cyber Incident Response Plan</b>	
<p>The Deputy Chief Executive presented the plan and advised that it had been developed with the College's legal advisors, who have significant expertise in this area. The plan had also been reviewed by the College's insurers.</p> <p>The Audit Chair reported that the Committee had been kept informed during the development of the Cyber Incident Response Plan. The Committee requested amendments had been actioned, including a clear statement that, under the College's funding agreement, ransom payments are not permitted and that the plan requires the Board to be informed in the event of a cyber incident.</p> <p>Governors challenged whether the plan had been tested. The Deputy Chief Executive reported that a ransomware simulation training session had been conducted. As part of developing the Cyber Incident Response Plan, the College's systems were mapped, and necessary actions were taken to address any identified vulnerabilities.</p> <p>The Director of Governance advised that the IT team regularly tests staff compliance with email-based attack scenarios, and staff have to complete online training.</p> <p><b>Corporation resolved, as recommended by the Audit Committee, to approve:</b></p> <ul style="list-style-type: none"> <li><b>QD218 - Cyber Incident Response Plan.</b></li> </ul>		
<b>ECC/25/7/13.3</b>	<b>Audit Polices for approval as recommended by Audit</b>	
<b>ECC/25/7/13.3.1</b>	<b>Regulatory, Propriety and Compliance Manual as recommended by Audit</b>	
<b>ECC/25/7/13.3.2</b>	<b>QD007 Travel and Subsistence Policy and Procedure as recommended by Audit</b>	
<b>ECC/25/7/13.3.3</b>	<b>QD029 Risk Management Strategy and Policy and Procedure as recommended by Audit</b>	
<b>ECC/25/7/13.3.4</b>	<b>QD031 Procurement Policy and Procedure as recommended by Audit</b>	
<b>ECC/25/7/13.3.5</b>	<b>QD106 College Companies, Mergers, Acquisitions and Joint Ventures Policy as recommended by Audit</b>	

ECC/25/7/13.3.6	QD107 Revenue and Capital Budget Policy and Procedure as recommended by Audit	
ECC/25/7/13.3.7	QD108 Income and Credit Management Policy as recommended by Audit	
ECC/25/7/13.3.8	QD216 Payroll Policy as recommended by Audit	
ECC/25/7/13.3.9	QD217 Pension Policy as recommended by Audit	
ECC/25/7/13.3.10	QD113 Inventory and Asset Management Policy as recommended by Audit	
ECC/25/7/13.3.11	QD115 Treasury Management, Banking and Cash Policy as recommended by Audit	
ECC/25/7/13.3.12	QD116 Management Accounts and Cashflow Policy and Procedure as recommended by Audit	
<p>The Audit Chair advised that the Committee had agreed that an action be set to review the College's Policy Approval system, including whether policies could be amalgamated. The policies for Board approval have been updated following the Audit Committee's review of them.</p> <p><b>Corporation resolved, as recommended by the Audit Committee, to approve:</b></p> <ul style="list-style-type: none"> <li>• QD104 Regulatory, Propriety and Compliance Manual</li> <li>• QD007 Travel and Subsistence Policy and Procedure</li> <li>• QD029 Risk Management Strategy and Policy and Procedure</li> <li>• QD031 Procurement Policy and Procedure</li> <li>• QD106 College Companies, Mergers, Acquisitions and Joint Ventures Policy</li> <li>• QD107 Revenue and Capital Budget Policy and Procedure</li> <li>• QD108 Income and Credit Management Policy</li> <li>• QD216 Payroll Policy</li> <li>• QD217 Pension Policy</li> <li>• QD113 Inventory and Asset Management Policy</li> <li>• QD115 Treasury Management, Banking and Cash Policy</li> <li>• QD116 Management Accounts and Cashflow Policy and Procedure</li> </ul>		
ECC/25/7/14	Quality and Standards Committee Report 17 June 2025	
<p>The Chair of Quality and Standards presented the summary and updated the Board on the Committee's work and advised that the Committee had been jointly chaired, which had worked well. The Committee had received valuable feedback from construction students on how teaching and learning could be improved, an excellent quality update, discussed issues with referrals to the mental health service, reviewed the governor visits and key themes, and discussed learner voice.</p>		

<b>ECC/25/7/15</b>	<b>Estates Committee Report 24 June 2025</b>	
<p>The Chair of Estates presented the summary and updated the Board on the development of the Estates Strategy. To inform the Estates Strategy, additional work was to be carried out, including a condition survey at Lowestoft, room utilisation, and guided learning hours calculations. The importance of the Estate in teaching and learning should not be underestimated. The Estates Strategy would set out proposals for the College's estate and would come to the Board in the Autumn. This was likely to show that the College had excess space and suggest solutions.</p> <p>The Deputy Chief Executive advised that the contextualization of the College was not considered in the space utilisation calculations. The College faced a challenge in the mix of courses offered and the need for duplication due to travel and geographical issues.</p> <p>The Principal advised that the College was also reviewing provision projections for the next 5/10 years, and this would help inform the plan.</p> <p>Governors commented that the Estate development was dependent on funding, and the allocation of this would help drive decisions.</p>		
<b>ECC/25/7/16</b>	<b>Governance Remuneration and Search Committee 19 June 2025</b>	
<p>The Governance Remuneration and Search report was noted.</p>		
<b>ECC/25/7/17</b>	<b>ECETA Report 2 July 2025</b>	
<p>The Chair of ECETA presented the update and advised that income had reduced due to employers reducing investment in training to the statutory level only. The budget for 2025/26 had therefore taken a prudent approach.</p>		
<b>ECC/25/7/18</b>	<b>Break Out Session - Attendance</b>	
<p>A breakout session was held focused on attendance.</p> <p>What should our College's standard for student attendance be, and how should it reflect our values and mission</p> <ul style="list-style-type: none"> <li>• DFE does not set a target for Colleges as they do for schools.</li> <li>• Need to have a clear and aspirational high standard.</li> <li>• 90% is aspirational and should be retained - Links to high expectations and the College's values (aspirational and successful)</li> <li>• Need to report on the attendance target overall, by department, and by course so that patterns of performance can be reviewed.</li> <li>• The standard for attendance needs to be consistently embedded across the College, not only as an academic expectation but also as a vital life skill, reflecting readiness for the workplace and respect for peers and colleagues.</li> </ul> <p>How should the Board measure success?</p> <ul style="list-style-type: none"> <li>• Distance travelled – look at more nuanced reporting.</li> <li>• Measure incremental changes and report on them.</li> <li>• Do we know the root causes? If not, we need to – would a research project be useful?</li> </ul>		

How can we better understand the relationship between attendance and achievement, and should our metrics reflect that?

- Measure it, course by course, area by area
- Is there a correlation between attendance and achievement – how can we report/promote it?
- Is there a correlation between attendance and the quality of teaching and learning? how can we report and share best practices? We need to ensure that lessons are unmissable.
- Use anecdotal evidence – we have good practice and things we know that are working – how do we share and promote this?
- Need to understand why students attend College but do not attend the lessons.

What are the key student and staff values related to attendance?

- Culture of high expectations alongside consistency.
- Different cultures in the different courses needed to be explored, and how this impacts attendance.
- Building team response both among staff and students. Students develop their understanding as individuals and groups to meet the required standard.
- Need staff to be clear at the start on attendance expectations and to follow up. Need to build into a quality induction.
- When students do not attend, staff need to acknowledge this and challenge the reasons for non-attendance. This needs to be consistent across the College.

What level of investment—staff time, technology, support services—are we prepared to commit to achieving our attendance goals?

- Does it need more? review after next year's Success Coaches' work. We must not, though, expect the Success Coaches to solve all issues; a whole College approach is needed.
- Non-attendance can be a safeguarding issue, and this risk needs to be mitigated and appropriate action taken.
- Consider implementing gamification as part of a rewards-based scheme to encourage attendance. This approach could not only increase individual motivation but also drive peer pressure to attend.
- Make lessons unmissable! Ensure that all are invested in the quality of teaching and learning.
- Outstanding pre-enrolment, enrolment, and induction to set expectations and standards so that all are clear of what the standards are. This needs to be consistent across the College.
- A multi-pronged approach is essential to improving attendance. This should include identifying and implementing evidence-based strategies that have proven effective. There is a clear opportunity for peer learning, as some courses achieve outstanding attendance levels. Facilitating the sharing of best practices among colleagues is key to driving improvement across the board.

<b>Governors agreed the following action:</b>		
<ul style="list-style-type: none"> <li>• <b>Report on attendance and the College’s approach to Quality and Standards</b></li> <li>• <b>Consideration to be given to commissioning a research project focused on attendance, building on the insights and methodology of the previously valuable Attrition Research.</b></li> <li>• <b>Careers to be the next Board breakout discussion.</b></li> </ul>		<b>GJ</b> <b>GJ/PP</b> <b>WS</b>
<b>ECC/25/7/21</b>	<b>Review of meeting</b>	
<ol style="list-style-type: none"> <li>1. Confidential Items: SPHs remuneration items 19 and 20 until included in the published annual SPH Remuneration Report.</li> <li>2. Were Learners prominent in discussions: yes, especially in the breakout session</li> <li>3. Risk Management: any issues discussed which may require an additional Assessment: Updates are ongoing.</li> <li>4. Equality &amp; Diversity: any issues discussed which may require an additional Impact Assessment: Estates Strategy</li> <li>5. Health &amp; Safety: any issues discussed which may require an additional Impact Assessment: None</li> <li>6. Sustainability: any issues discussed which may require an additional Impact Assessment: Estates Strategy</li> <li>7. Media: any issues discussed to inform local media: None</li> <li>8. How did the meeting go: A good meeting with another useful breakout session.</li> </ol>		