

## East Coast College Corporation Meeting

Tuesday 26th March 2024 approx. 9am

Training Restaurant Lowestoft Campus

<b>Present:</b>	David Blake (Chair - DB) Tina Ellis (TE) Giles Kerkham (GK) Peter Lavender (PL) Teresa Sharman (TS) Rachel Kirk (RK) Kirk Lower (KL) Mike Dowdall (MD) Vicki Paterson (VP) Graham Evans (GE) Paula Padda (Interim Principal and CEO) Tia Beresford (TB) Madeleine Moretta (MM) Katie Alexander (KA)	
<b>In attendance:</b>	Wendy Stanger (Director of Governance), Ann Wall (Director of People and Wellbeing), Urmila Rasan (Deputy Chief Executive) Kerry Payne (Principal Lowestoft Sixth Form Assistant Principal Higher Education and Access)	
<b>ECC/24/3/1</b>	<b>Apologies and membership</b>	<b>Action</b>
<p><b>Apologies</b></p> <p>Apologies were received from Rob Evans (RE) Joe Rahman (JR) Ian Lomax (IL) Jude Owens (JO) and Logan-Jaimes Gravells</p> <p><b>Membership</b></p> <p>Tina Ellis (TE) Rob Evans (RE) 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) Joe Rahman (JR) Vicki Paterson (VP) Graham Evans (GE) Katie Alexander (KA) Tia Beresford (TB) Logan-Jaimes Gravells (LG) Madeleine Moretta (MM)</p> <p>The new governors were welcomed to their first Board meeting.</p>		
<b>ECC/24/3/2</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> <li>• Tina Ellis as ECETA Chair</li> <li>• Kirk Lower – BPP University: Apprenticeship Strategy Advisor and Princes Trust and Movement to Work.</li> </ul> <p>It was agreed that these declarations did not preclude full participation in the meeting.</p>		
<b>ECC/24/3/3</b>	<b>Presentation - Turing New Zealand Students</b>	
<p>The Board were joined by Childcare students and staff who had taken part in the Turing funded New Zealand mobility and their Assistant Principal. They referred to the display of photos and students work that had been set up. The New Zealand visit included students from all levels including level 1 and those on T Levels</p> <p>The students and staff advised:</p> <ul style="list-style-type: none"> <li>• They had learnt about different cultures and the history as well as the different approach to childcare.</li> </ul>		

- The different approach to childcare and risk resulted in more confident children. They were not risk averse as we are in our childcare settings and the children learnt life skills earlier.
- Curriculum was compared and the children's learner journey. The settings write to the child and all the children knew their own learner journey and could explain it.
- Travelled around in New Zealand including affluent and deprived areas.
- Confidence and social skills had increased and they were now not afraid to try new things.
- Friendships had been made across the whole group and students that had not wanted to get involved at the start by the end joined in.
- Planning and cooking for our dinners meant we all had to work together and we learnt budgeting and teamwork.
- We had to embrace being the other side of the world – some of the students had never been abroad before.
- The value of local culture and respect for that culture was evident throughout the visits to the settings and the Māori song sung as welcome was really special to share.

The Assistant Principal advised that the next Turing funded mobilities included animal care to South Africa, motor vehicle to Germany, health and social care to Budapest and travel to Vietnam. The College had made an application for nine Turing mobilities for 2024/25 and the outcome would be known in June. This included Performing Arts to Japan, Foundation to Iceland and Sports to Thailand. For this application round the staffing covered by Turing funding had been reduced and the College would therefore have to contribute.

Governors asked about the health and safety assessments used. The Assistant Principal advised that a detailed risk assessment was carried out and a mobility would not place in a country where there an immediate threat. It was impossible to plan for all eventualities and there was a need to try and ensure that learning was not negatively affected.

Governors commented that these types of opportunities needed to be embedded into the curriculum and part of the College offer. If the College is not successful with its Turing application the College needed to look at how else these could be funded. It was key that these fantastic opportunities were used in the College's marketing and recruitment.

The Assistant Principal advised that the Turing mobilities were covered on the College's socials, in the local press and on the electronic poster boards around the College.

The Director of Governance advised that as a thank you to the Assistant Principal for all her work in securing Turing funding she had been successfully nominated by the Chair on behalf of the Board to attend a Kings Garden Party.

<b>ECC/24/3/4</b>	<b>To approve the Minutes of the last meeting 19 12 2023 and any other matters raised previously not otherwise included in the Agenda</b>	
<b>ECC/24/3/4.1</b>	<b>To approve the Minutes of the Away Day 23 1 2024 and any other matters raised previously not otherwise included in the Agenda</b>	
The minutes of 19 12 2023 and of the Away Day 23 1 2024 were approved as a true record of the meeting.		

<b>ECC/24/3/5</b>	<b>Rolling Action Log</b>	
The rolling action log was reviewed.		
	<b>PART 1 AGENDA</b>	
<b>ECC/24/3/6</b>	<b>CEO/Principals Report</b>	
<b>ECC/24/3/6.1</b>	<b>For Information College Financial Handbook published March 2024</b>	
<b>ECC/24/3/6.2</b>	<b>University of Suffolk Leadership Changes</b>	
<p>The Interim Principal and CEO presented the update. The College was in the process of curriculum planning and budgeting. It is increasing its provision of 'Connect To' courses from three to seven, these are inclusive programmes with lower entry points. This is based on feeder schools and county participation teams' feedback which identified many challenges and an increased risk of post 16 not in employment, education or training (NEET). The students on these courses tended to need additional support and this would need to be planned too.</p> <p>Governors commented that there was a need to understand the social, emotional and mental health needs of students and how this impacted on staff as well as on attendance, retention and progression and the impact of the College's support.</p> <p>Governors discussed the curriculum plans and challenged the:</p> <ul style="list-style-type: none"> <li>• need to grow maritime provision in order for it to be financially sustainable. It was evident the demand was there and the College could not be restricted by the number of Confirmation of Acceptance for Studies (CAS) that the University could issue. It would therefore need to look at the implications of regaining a Tier 4 licence. The Assistant Principal Higher Education and Access advised that a Tier 4 licence would require registration with the OFS for all HE provision and the implication of this needed to be considered. The Director of Governance reminded the Board that a partnership agreement was in place with the University</li> <li>• demand and funding available for the proposed 14-16 home education provision. The Interim Principal and CEO advised that the College was not looking at a separate 14-16 funding stream but to utilise post 16 funding. The College had held an open day and this had demonstrated the demand for the proposed programme. This would be run out of the Sixth Form, but cover Norfolk and Suffolk. The offer would be based on maths, English and possibly science with the inclusion of vocational infill sessions and the students would have access to the College's services such as careers.</li> <li>• Sixth Form numbers and why they were continuing to decline. The Interim Principal and CEO advised that an extra level two 'Navigate to A levels' group for lower entry grades was to be put on to help students progress to the Sixth Form as it had been identified that one of the reasons for the decline was the lower than expected grade profile from feeder schools. Additional marketing and work with schools was ongoing to try and understand the reason for the low applications and to increase numbers.</li> <li>• HE plans as no growth was planned. Given that the College was developing 'The Place' there was a need to review the offer and ensure that the rate of return needed was achieved. The opening of The Place was an opportunity to raise our HE profile in the community and this needed to be maximised. It was disappointing that the opening was delayed as it meant that new students would start at the College and then move. The Assistant Principal Higher Education and Access advised that</li> </ul>		

consultation was ongoing with staff and students about the move to The Place. The HE Strategy was looking at growing group sizes, which currently were very small, as well as new provision. The HE team discussed this at a strategy day and are setting objectives for growth by 2029. The Interim Principal and CEO commented that there was a need to ensure progression paths to our HE offer. The partnership agreement being developed as part of The Place was considering this and the College already had strong Access provision with positive progression.

- Reduction in apprenticeships starts and how this was to be addressed. The Interim Principal and CEO advised that Apprenticeship starts are planned to match this year's cohort forecast which is a further reduction compared to last year's plan. Numbers have been affected by sector trends including reduced house building and associated company closures and less demand in early years settings as a number of providers have closed due to cost pressures. The College has seen some reputational damage around business administration due to staffing concerns which are being followed up through performance management. The Interim Deputy Principal advised that there was a need to understand our competitors including Independent Training Providers and Universities. The College needed to be clear on its market, what it is to deliver and deliver it well, which in the majority of cases the College did.

Governors discussed apprenticeship systems and funding. The Deputy Chief Executive advised that compliance had improved. The new Compliance Officer was putting systems in place to ensure that moving forward all was compliant and was looking back prioritising those near their end point assessment. Issues though would continue to be identified due to apprenticeships being 2/3 years. A progress report would be considered by the Audit Committee and a further Mock Funding Audit was planned for 2024/25.

Governors noted that ESOL retention needed to improve. The Interim Principal and CEO advised that retention had been affected by students being moved by the Home Office. It was important that the College had the evidence to demonstrate the reasons for the retention drop. Governors commented that there was also a safeguarding issue where students were absent and the College was not made aware that they had moved.

The Interim Principal and CEO advised that the Estates Development was progressing well. There were positive indications of investment in the Lowestoft Adult Skills Hub, to be known as the Nucleus. All these new developments needed to be maximised to help growth.

Governors challenged how the risk of devolution was being mitigated. The Interim Principal and CEO advised that detailed conversations were being held with the Counties who saw Colleges as anchor institutions and were looking at reducing the number of providers. Devolution could provide additional flexibility and better connectivity around learning pathways which was being explored.

Governors challenged how the additional staff to teach English and maths following the funding changes would be recruited. The Interim Principal and CEO advised that the College had already taken the decision to move all maths and English delivery to three hours, but will now need to build capacity from 2025/26 to delivery an additional hour per week of maths. The resources for this would be reviewed as part of the overall establishment review.

The Director of People and Wellbeing advised that the College was reviewing teacher workload in conjunction with the Unions. Teaching staff had been asked to complete a survey to assess what was affecting workload and wellbeing so that the College could review and consider how staff could be supported. Budget setting and establishment review will review the inclusion of different posts to support the social, emotional and mental health needs of students as this is impacting on staff time. Listening groups have been 'open door'

	<p>at both campuses in 2024, with a Governor present at each. Staff shared their views on how to improve the College, drive forward the learner experience and raised workload concerns.</p> <p>The Chair thanked the Director of Governance for her work on the sector panel that helped develop the College Financial Handbook.</p> <p>Governors noted the change in leadership at University of Suffolk. The College needed to ensure that the good relationship with them continued and was developed with the new leadership.</p> <p><b>Governors agreed the following action:</b></p> <ul style="list-style-type: none"> <li>• <b>Presentation to the July Board on student’s social, emotional and mental health needs and the College support systems.</b></li> <li>• <b>Confirmation of the CAS numbers available to the College from the University of Suffolk and how this impacted recruitment</b></li> <li>• <b>College to review regaining its Tier 4 licence and the implications to the College of this</b></li> <li>• <b>HE Strategy to be reviewed by Quality and Standards and a recommendation made to the Board</b></li> </ul> <p>TB left the meeting.</p>	<p><b>PP</b></p> <p><b>PP/KP</b></p> <p><b>PP/KP</b></p> <p><b>PP/KP</b></p>
<p><b>ECC/24/3/7</b></p>	<p><b>Accountability Statement</b></p>	
	<p>The Interim Principal and CEO presented the report and the current RAG rated review of the Accountability Statement. The statement for 2024/25 requires submission by 30 6 24 and will align to our current Strategy and plans. It is proposed that The Committees consider their sections of the Accountability statements and a finalised statement for 2024/25 be considered by the Board by written resolution and reported to the July Board.</p> <p>Governors commented that the current year’s Accountability Statement included very detailed objectives and suggested that these should be at a higher level in the next iteration. The Interim Principal and CEO advised that the College was looking at the Accountability Statement for 2024/25 being in the same style as the other College strategic and review documents with clear links and synergies.</p> <p><b>Corporation agreed the following action:</b></p> <ul style="list-style-type: none"> <li>• <b>Committees to consider their sections of the Accountability statements and a finalised statement for 2024/25 be considered by the Board by written resolution and reported to the July Board.</b></li> </ul>	<p><b>Senior Team</b></p>
<p><b>ECC/24/3/8</b></p>	<p><b>Governance Update</b></p>	
	<p>The Director of Governance presented the update, and advised on recruitment and succession planning.</p> <p>The Board discussed the Governance Action Plan, noted that there had already been positive progress and agreed that at its next review there should be additional narrative where an action was RAG rated as red.</p> <p><b>Corporation noted the written resolution to appoint was approved:</b></p> <ul style="list-style-type: none"> <li>• <b>Dame Vicki Paterson DBE as a full independent governor on Quality and Standards. This appointment to be for a 2 year initial period up to 31 7 26, with extension available for an additional 2 year period, subject to annual review.</b></li> </ul>	

	<ul style="list-style-type: none"> <li>• <b>Graham Evans as a full independent governor on Quality and Standards. This appointment to be for a 1 year initial period up to 31 7 25.</b></li> </ul> <p><b>Corporation resolved to confirm:</b></p> <ul style="list-style-type: none"> <li>• <b>Logan-Jaimes Gravells as a student governor on Finance and General Purposes Committee. This appointment to be for a 1 year initial period up to 31 7 25.</b></li> <li>• <b>Madeleine Moretta as a staff governor on Quality and Standards Committee. This appointment to be for a 2 year initial period up to 31 7 26, with extension available for an additional 2 year period, subject to annual review.</b></li> </ul> <p><b>Corporation resolved to approve Governance Remuneration and Search recommendation that:</b></p> <ul style="list-style-type: none"> <li>• <b>Tina Ellis's term of Office be extended to 31/7/25</b></li> <li>• <b>Ian Lomax's term of Office be extended to 31/7/27</b></li> <li>• <b>Teresa Sharman's term of Office be extended to 31/7/26</b></li> <li>• <b>Katie Alexander's term of Office be extended to 31 /7/26</b></li> <li>• <b>Kirk Lower's term of Office be extended to 31/7/27</b></li> </ul>	
<p><b>ECC/24/3/8.1</b></p>	<p><b>Unloc Student Leader Update - as discussed at Quality and Standards 19 3 24</b></p>	
	<p>The Director of Governance presented the update. There had been a disappointing take up of the Leadership Academy but it had been a really positive experience for those that had taken part. The Senior Team were looking at how the Leadership Academy could be timetabled to improve take up. The Student Conference format was changed due to poor attendance and feedback was sought from learners in the social spaces at Lowestoft and at Great Yarmouth and this feedback was being reviewed by the Senior Team.</p> <p><b>The Board noted the update and supported the adoption of the AoC Charter for Student Engagement.</b></p>	
<p><b>ECC/24/3/8.2</b></p>	<p><b>Governance Engagement - as discussed at Quality and Standards 19 3 24</b></p>	
	<p>The Director of Governance presented the report and thanked the Governors for their engagement. This improved Governor visibility had been really appreciated by the College team and provided Governors with great examples to talk to Ofsted and other stakeholders about.</p> <p>The Board noted thanks to the Vice Chair Community for all the engagement she had taken part in and her support of the College.</p>	
<p><b>ECC/24/3/9</b></p>	<p><b>AOC Mental Health Charter</b></p>	
	<p>The Director of Governance presented the report. The AOC Charter had been reviewed to see where the College currently complies and where action and development is needed.</p> <p>Governors commented that they fully supported the adoption of the AOC Mental Health Charter. There was a need for the College to consider support provided against outcomes to help focus its support. The Interim Principal and CEO advised that reporting had now been split between Safeguarding and Wellbeing which would provide more accurate data.</p>	

<b>Corporation resolved to:</b>		
<ul style="list-style-type: none"> <li>• adopt the AoC Mental Health Charter framework</li> </ul>		
<b>ECC/24/3/10</b>	<b>Management Accounts and Mid-Year Review - as discussed at Finance and General Purposes 19 3 24</b>	
<p>The Deputy Chief Executive presented the management accounts, which also included a mid-year review. This was a really positive set of accounts with additional projects and VAT income. The format of the management accounts has been amended following the Governor Self-Assessment and External Board Review to help ensure that they were accessible to non-financial Governors and the addition of information requested by Governors. This included an executive summary, more financial charts, scenario analysis and the absorption costing model.</p> <p>Governors commented that the format change was really positive and provided a much clearer analysis.</p> <p>Governors discussed the financial health and whether the College should aim to achieve financial health of outstanding. The Deputy Chief Executive advised that the Finance and General Purposes Committee had agreed additional in year capital fund because of the increased EBITDA forecast and the need for investment. The College would also need to invest in fitting out the new Great Yarmouth Campus.</p> <p>Governors challenged if Apollo was a risk to the College. The Deputy Chief Executive advised that it was not a risk as it was 2 year project which had been slower starting than planned.</p> <p>Governors discussed the absorption costing model. The areas that were not contributing needed to be reviewed and those such as the Sixth Form whose contribution was high needed to be grown. The Deputy Chief Executive advised that Finance and General Purposes had agreed that Maritime, work based learning and creative should be reviewed. Governors commented that as part of the review comparative data was required.</p> <p>Governors commented that as discussed there was a need to grow and be competitive so that the College's costs were covered and money generated to invest. The College needed to remain a community college and it was accepted that some areas, such as Foundation, would not cover their costs. Growth could be stimulated by opening the College up to the community so that they felt welcomed and were aware of what the College could provide. The Interim Deputy Principal commented that there was need for the curriculum to 'sparkle' with good teaching and learning to raise students' aspirations and motivate them. Turing, visits and work experience should be a minimum expectation. The Interim Principal and CEO commented that an outstanding student experience was key to the College's reputation and growth and sending students abroad should be a standard part of the offer. This growth may require investment in staff resources, capital and additional equipment but it was important that we invested to grow.</p> <p>Governors raised that there was a need to start marketing the College to Primary Schools and opening the College up to the Community could be part of that with for instance parent and child holiday activities.</p> <p>TS left the meeting.</p>		
<b>ECC/24/3/11</b>	<b>Risk Register</b>	
<p>The Deputy Chief Executive presented the risk register and advised that the Strategic Register had seen no changes to the risk scores. This has been informed by the Committee's reviews of their tactical registers.</p>		

<p>The Estates Chair advised that the majority of the Estates risks were not within the College's control and the College could therefore only mitigate how it was to use, fit out and manage the new facilities.</p> <p>TE left the meeting.</p>		
<p><b>Committee reports - for information</b></p>		
<p><b>ECC/24/3/12</b></p>	<p><b>Quality and Standards Committee Report - Verbal Update</b></p>	
<p>The Quality and Standards Committee updated the Board on the Committee's work.</p>		
<p><b>ECC/24/3/13</b></p>	<p><b>Finance and General Purposes Committee Report</b></p>	
<p>The Finance and General Purposes report was noted.</p> <p>Governors raised that the Finance and General Purposes had discussed the College's use of AI and there was a need for the College to consider its use and develop a strategy. It would appear that the College was behind in its use of AI and needed to consider its development and use by staff and students.</p> <p><b>Corporation agreed the following action:</b></p> <ul style="list-style-type: none"> <li>• <b>AI Strategy to be developed and considered by the July Board</b></li> </ul>		<p><b>PP</b></p>
<p><b>Policies recommended by committees on which no discussion is anticipated</b></p>		
<p><b>ECC/24/3/13.1</b></p>	<p><b>QD001 Health, Safety and Wellbeing Policy as recommended by Finance and General Purposes</b></p>	
<p><b>Corporation resolved to approve, as recommended by Finance and General Purposes:</b></p> <ul style="list-style-type: none"> <li>• <b>QD001 Health, Safety and Wellbeing Policy</b></li> </ul>		
<p><b>Resolutions recommended by committees on which no discussion is anticipated</b></p>		
<p><b>ECC/24/3/13.2</b></p>	<p><b>Subcontracting Tender as recommended by Finance and General Purposes</b></p>	
<p><b>Corporation resolved to approve, as recommended by Finance and General Purposes:</b></p> <ul style="list-style-type: none"> <li>• <b>the issue of a tender document for the sub-contracted provision.</b></li> </ul>		
<p><b>Committee reports - for information</b></p>		
<p><b>ECC/24/3/14</b></p>	<p><b>People Committee Report</b></p>	
<p>The People report was noted.</p>		



<b>ECC/24/3/15</b>	<b>Curriculum Growth and Development Committee</b>	
The Curriculum Growth and Development report was noted.		
<b>ECC/24/3/20</b>	<b>Review of meeting</b>	
<ol style="list-style-type: none"> <li>1. Confidential Items: Separate minuted items</li> <li>2. Were Learners prominent in discussions: Yes, detailed conversations around growth and development and meeting commenced with student presentation.</li> <li>3. Risk Management: any issues discussed which may require an additional Assessment: None</li> <li>4. Equality &amp; Diversity: any issues discussed which may require an additional Impact Assessment: None</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: Capital works.</li> <li>7. Media: any issues discussed to inform local media: New Governors</li> <li>8. How did the meeting go: Governors raised that the meeting agenda was long and the scheduling and number of meetings would need to be further reviewed.</li> </ol>		

# East Coast College Corporation Lunch Meeting

Tuesday 5<sup>th</sup> May 2024 12.30

Training Restaurant Lowestoft Campus

<b>Present:</b>	David Blake (Chair - DB) Tina Ellis (TE) Giles Kerkham (GK) Peter Lavender (PL) Teresa Sharman (TS) Rachel Kirk (RK) Kirk Lower (KL) Mike Dowdall (MD) Vicki Paterson (VP) Graham Evans (GE) Paula Padda (Principal and CEO) Tia Beresford (TB) Madeleine Moretta (MM) Katie Alexander (KA) Ian Lomax (IL) and Logan-Jaimes Gravells	
<b>In attendance:</b>	Wendy Stanger (Director of Governance), Ann Wall (Director of People and Wellbeing), Urmila Rasan (Deputy Chief Executive)	
<b>ECC/24/5/1</b>	<b>Apologies and Membership</b>	
Apologies - Jude Owens, Rob Evans (RE) and Joe Rahman (JR)		
<b>ECC/24/5/2</b>	<b>Governance Update Recruitment</b>	
<b>Corporation resolve that:</b>		
<ul style="list-style-type: none"><li>• <b>Mike Dowdall's term of Office and role as Chair of Estates Committee be extended to 31/7/26 and as of 1 9 2024 he be appointed to Audit Committee member.</b></li><li>• <b>Lynne Doublet be appointed as a full independent governor on Finance and General Purposes Committee as of 1 09 2024. This appointment to be for a 2 year initial period up to 31 7 26, with extension available for an additional 2 year period, subject to annual review.</b></li><li>• <b>Dr Robin Jackson be appointed as a full independent governor on Curriculum Growth and Development Committee as of 1 09 2024. This appointment to be for a 2 year initial period up to 31 7 26, with extension available for an additional 2 year period, subject to annual review.</b></li></ul>		