

East Sussex College Group (ESCG) Board meeting

AGENDA

Date	26 June 2018	Time	15.00
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Venue	LC313, Cliffe Building, Lewes (1 Mountfield Road, Lewes, East Sussex, BN7 2XH)
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Chair	Henry Ball
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Membership: Henry Ball, Tony Campbell, Clive Cooke, Debbie Baldock Apps, Emily Beer, Karen Cunnington, Pat Farmer, Mark Fisher, Diana Garnham, Peggy Hall, Russell Higginbotham, Mark Hilder, Jeff Hayes, Simon Hubbard, Ian Jungius, Vic Kempner, Caroline McKiddie, Joanne Rogers, Gill Short, Derek Stevens, Rebecca Wilson

In attendance: Biram Desai (Chief Finance Officer), Dan Shelley (Executive Director – Strategic Partnerships and Engagement), Tim Hulme (ED – Resources and Organisational Development) East Sussex College Group Principals [Rebecca Conroy (Eastbourne), Fred Carter (Lewes), Jim Sharpe (Hastings)]

Apologies: Clive Cooke, Diana Garnham, Mark Hilder, Derek Stevens, Jeff Hayes, Emily Beer, Russell Higginbotham

	Item	Action
1)	<p>Apologies</p> <p>Apologies were received from Clive Cooke, Diana Garnham, Mark Hilder, Derek Stevens, Jeff Hayes, Emily Beer and Russell Higginbotham.</p> <p>Rebecca Wilson did not attend.</p> <p>Lucy Head resigned in June 2018.</p> <p>Henry Ball welcomed members to the meeting. Governors offered their best wishes to Clive Cooke for a speedy recovery.</p>	
2)	<p>Declarations of Interest</p> <ul style="list-style-type: none"> Pat Farmer declared that he is a member of the Hastings and Rother Taskforce and a director of Plaza Trading. Mark Fisher is a member of Council of the University of Sussex. He is also treasurer of Age Concern Eastbourne and a director of Good Money, a community interest company. Simon Hubbard is an employee of Hastings Borough Council. Caroline McKiddie is an employee of East Sussex County Council. 	
3)	<p>Draft minutes from the ESCG Board meeting held on 29 March 2018</p> <p>Correction: Henry Ball is listed as being elected twice and the second election should be for Tony Campbell to the role of Vice Chair.</p>	

	<p>AGREED: IT WAS AGREED THAT THE MINUTES WERE A TRUE AND ACCURATE RECORD OF THE MEETING HELD ON 29 MARCH 2018. Proposed Simon Hubbard Seconded Mark Fisher.</p>	
4)	<p>Matters arising 9.1. Policies – Sussex Coast College and Sussex Downs College policies will be harmonised in the next academic year. In the first phase the legal and statutory policies will be reviewed and completed and others will be done after that. There had been a couple of issues around the Freedom of Information Policy but these have now been corrected.</p> <p>AoB It was agreed that all returns should be completed in the next two weeks. Reminders will be sent to those who have not sent their documents by the Directors of Governance.</p>	Dir Gov
5)	<p>Update from the ESCG Board strategy meeting on the 20-21 May 2018:</p> <p>1. Template for the strategic plan The format for the template focuses on what the College Group wants to achieve within a time frame of the next three years. The format is five-fold:</p> <ol style="list-style-type: none"> I. Vision II. Mission III. Values IV. Strategic priorities V. Strategic objectives <p>There will be milestone targets to be reviewed at the beginning of each year with others reviewed and set in-year as appropriate. This document is designed as a working document not a marketing tool. It is intended that there will be a final version for the Board in October 2018 which will then be taken to stakeholders for consultation prior to the December 2018 Board meeting.</p> <p>Members commended the structure of the proposal but asked that inclusivity be taken into account at some stage of the process. Dan Shelley replied that this will be considered in both strategic priorities one and two. It will also be included in the values.</p> <p>2. Executive planning framework These documents outline the work prioritised by the Executive Team. There are three major pieces of work:</p> <ul style="list-style-type: none"> • Strategic plan • Project Harmony • Estates Plan <p>Governors commented that this document demonstrates the scale of the task ahead of the Executive Team. Tim Hulme explained that there is a little flexibility in the deadline for the submission to the TU but the Executive Team (ET) is identifying and targeting additional resources that might be required in order to deliver this programme. Updates on the three projects will be offered to future meetings and there is a great</p>	Exec Team

	<p>deal of detailed planning to be done for the Estates strategy and strategic plan.</p> <p>Governors asked if the extra resource is already included in the current budget. The CFOTHE CFO said that the current capital strategy costs are being shared with Eastbourne Borough Council.</p> <p>Governors were impressed with the education case document and suggested that this will take significant, focussed time from all of the ET. Governors asked that the improvements to educational performance are made clear in any plan.</p> <p>Henry Ball invited the ET to engage in dialogue with any governors if they felt it appropriate and helpful.</p> <p>3. Summary and feedback from the strategy meeting (appendix 5.3) The feedback from the governors had been very positive. Henry Ball asked the Directors of Governance to send a reminder to those who were not able to attend that they are invited to indicate if they would like to attend a catch up session. Action</p> <p>4. Strategic Risk Register Tim Hulme thanked the Finance Committee and Russell Higginbotham for their input to the current document. The current structure is based on seven key strategic risks and is linked to the corresponding committee and an Executive Team lead. These have now been transposed onto a heat map. The key message is that the risk monitoring will flow vertically through the institution from the Board down to the classrooms and back again to offer a complete picture.</p> <p>Governors commented that the structure seems appropriate but commented that some of the risks are not scored highly enough. It was agreed that the word mitigated should be amended to mitigating actions for precision.</p> <p>It was agreed that these risks will be reviewed and reissued for the extraordinary Finance Committee.</p>	<p>ET</p> <p>Dir Gov</p> <p>Tim Hulme</p> <p>Tim Hulme</p>
6)	<p>Transaction Unit KPIs – this item was taken as confidential</p>	

7.	<p>Branding and market research update</p> <p>The Group had commissioned some marketing research on branding. The research has included input from 500 people including Board members. They spent a day at Station Plaza, Cross Levels Way and more time talking to staff and students. Schools, employers and parents were also consulted.</p> <p>A decision on the logo is now critical for inclusion in the prospectuses for academic year 19/20. A brand user guide and playbook is being developed for each campus for use from September 2018 onwards. This will also be imbued in the vision and values to ensure a consistent brand.</p> <p>Governors were invited to discuss the three options proposed for the brand immediately after this meeting.</p> <p>Dan Shelley reported that there is considerable work taking place to ‘quality assure’ taster days and ‘get to know’ days and ensure that year 10s and 11s have a positive experience across the Group.</p> <p>The Eastbourne campus had been transformed into a festival site on Friday 22 June for year 11s. 25% of attendees had not yet signed up to attend one of the Group colleges and these are being followed up with a view to enrolling them. A similar event is being held in Lewes on June 27. Henry Ball offered the thanks of the Board to all involved in reviewing the brand and making such considerable efforts to increase recruitment for next year.</p>	
7)	<p>Reports from Committees</p> <p>Quality and Standards Committee – 25 April 2018</p> <p>Tony Campbell said that a meeting of the Chair, Vice Chair, Chairs of local colleges and College Principals had taken place before the Board meeting to discuss related terms of reference. The Quality and Standards terms of reference are still being discussed and will be reported back to the Board in due course.</p>	
9)	<p>Human Resources Committee – 15 May 2018 – this item was taken confidential</p>	
10)	<p>Search and Governance Committee – 16 May 2018</p> <p>Henry Ball had chaired this Committee in Diana Garnham’s absence.</p> <p>AGREED: THE BOARD AGREED THE INSTRUMENT AND ARTICLES AS PROPOSED</p> <p>Vic Kempner added that the staff governors for each local College Board would be intended to be one curriculum and one curriculum support governor. The chair, vice chair and CEO would identify which of the resulting six staff governors would be appointed to the full board.</p>	

	<p>Similarly there would be elections for two students for each College Board. Again the Chair, Vice Chair and CEO will identify one from the six to join the Board. Clive Cooked had agreed that curriculum governors would be provided with remission to ensure that they can attend Board meetings.</p> <p>AGREED: THE ELECTION AND APPOINTMENT ARRANGEMENTS FOR THE STAFF AND STUDENT GOVERNORS WERE AGREED.</p>	
11)	<p>Audit Committee – 12 June 2018</p> <p>1. Annual Internal Audit Strategy for 2018-19</p> <p>The CFO THE CFO reminded governors that there were some legacy recommendations from SDC which posed a significant challenge moving forward. He added that a Key Financial Controls audit will take place in August but reminded the Board that this may show areas of improvement but that there are significant challenges.</p> <p>AGREED: THE BOARD AGREED THE INTERNAL AUDIT STRATEGY</p>	
12)	<p>Finance Committee – 22 May and 12 June 2018 – the first part of this item was taken as confidential</p> <p><i>Mark Fisher left the meeting at 16.20</i></p> <p>1. Policies</p> <p>AGREED: THE BOARD AGREED THE TUITION AND FEES POLICY</p> <p>AGREED: THE BOARD AGREED THE STUDENT SUPPORT FUNDS POLICY</p> <p>AGREED: THE BOARD AGREED THE FINANCIAL REGULATIONS</p> <p>2. Application of the seal. The Director of Governance reported that there has been no application of the Group Seal since the last meeting of the Board.</p>	
13)	<p>Local College Boards</p> <p>1. Lewes – 11 June 2018</p> <p>Ian Jungius reported that the Lewes College Board had met but is still seeking representation from business members from Lewes. He thanked Fred Carter for his clarity in identifying the issues and outlining some immediate actions to mitigate against them. Governors asked if there had been any discussion of the risk posed by the sixth form provision opening in Haywards Heath. Dan Shelley said that it is unlikely that this provision will get the approval of the ESFA.</p> <p>2. Eastbourne – 13 June 2018</p> <p>Henry Ball said that the ELCB had had an energetic and vibrant meeting with great commitment from its members with similar discussions about how to recruit local stakeholders taking place.</p> <p>3. Hastings – 18 June 2018</p> <p>Tony Campbell said that there had been discussion about branding to ensure that it</p>	

	<p>resonated with the local community. Jim Sharpe had reported on all aspects with a slight concern on A Level outcomes. There had been concerns that safeguarding and health and safety should be included in the Board's remit.</p>	
14)	<p>1. Terms of reference (TORS)</p> <p>Sarah Connerty reported that the following committees had considered their terms of reference and that they were all being recommended to the Board with the exception of the Quality and Standards Committee which is still reviewing its remit:</p> <ul style="list-style-type: none"> • Human Resources • Search and Governance • Finance • Audit <p>Terms of reference will be reviewed annually. It was agreed that this is a transitional year and amendments are likely to be required. Remuneration will consider its TORS in October 2018.</p> <p>AGREED: THE BOARD AGREED THE TERMS OF REFERENCE FOR COMMITTEES AS OUTLINED</p> <p>2. Cycle of Business for 2018-19</p> <p>AGREED: THE BOARD AGREED THE CYCLE OF BUSINESS FOR 2018/19</p>	
15)	<p>AOB – this was taken as a confidential item</p> <p><i>The meeting closed at 17.20</i></p>	