

Curriculum Development Committee Annual Report 20 21

Introduction

This report covers the academic year 20/21 of the East Coast College's Curriculum Development Committee.

The Code of Good Governance state that:

The Search committee should produce an annual report, which describes the work of the committee, including the Board's recruitment policy and practices, a description of its policy on equality and diversity and any measurable objectives that it has set together with progress in their implementation. If there is not a separate report then the college's annual report should cover these areas.

It was agreed by Corporation that this remit should be expanded to include an annual report for all Committees for the period 20/21.

Membership

Members who served on the East Coast College Curriculum Development Committee during the 20/21 period were:

	Attendance
Roger Cracknell (Chair)	2/3
Saul Humphrey	1/3
Gemma Head	2/3
Mike Dowdall	3/3
Jane Fermor (stepped down from the Corporation 14 5 21)	2/2
Peter Lavender (Joined the Committee as at 16 3 21 meeting)	2/2
Ian Lomax (Joined the Committee as at 25 5 21 meeting)	1/1
Stuart Rimmer	2/6
Paul Nisbett (Associate, Joined the Committee as at 16 3 21 meeting)	1/2

The Committee was chaired during 20/21 by Roger Cracknell and will be Chaired in 21/22 by Saul Humphrey.

The Committee met on 3 occasions, 3 11 20, 16 3 21 and 25 5 21 all of which were quorate.

The Committee was clerked during the year by the Director of Governance Wendy Stanger.

A copy of the Committee's term of reference are included at appendix 1, these were reviewed during 20/21 to reflect the revised focus of the Committee on Curriculum Development and the Strategic Plan 2020-2030.

An extract of the 'developing our curriculum' Strategic Plan summary is contained at appendix 2 and this has been used to focus the Committee's work.

Risk Management

The Committee received the Tactical risk register relating to its role and reviewed it in line with the Audit Committee set questions. These are:

1. Has the risk register been reviewed
2. Is the Committee content that the risks are relevant and are being updated
3. Is the Committee content that the risks are being mitigated
4. Where a red risk is the Committee assured that appropriate action is being taken
5. Where does the Committee have significant concerns.

During 20/21, the Committee put in place appropriate mitigation for managing its risks and reviewed and redrafted the risk register to ensure that it matched the Committee's terms of reference.

Curriculum Development

Reports have been received on areas of development these include:

- Sizewell C
- IOT and HE Centre
- Turing
- Commercial
- T Levels and
- Adult Curriculum

The Committee recommended to Corporation the Curriculum Development Strategy and noted that the College was only looking to provide and invest in curriculum that met the requirements of the Strategy.

The Committee agreed that additional specialist staff would be required for some of the development projects and this investment would be required prior to the related income.

KPIs

The KPIs have been reviewed, monitored and RAG rated and are to be reviewed further as part of the Corporation Chair's overall review of KPIs.

A copy of the May 21 review is contained at appendix 3.

Recruitment

The Committee received reports on recruitment and how this compared to previous years. The Committee has identified that there is a need to further analyse recruitment compared to competitors to see if there are any areas for improvement.

Marketing

The Committee has reviewed the strategic marketing of the College and during the year has seen a significant improvement in the quality of the College's marketing including the quality of school liaison, social media marketing as well as the overall Strategic Marketing Plan.

Demographic and Sector

Demographic and sector analysis was reviewed and it was noted that this needed to be used in curriculum planning and curriculum development.

The Committee concluded that it was clear from the analysis that there was an opportunity to develop sixth form provision in Great Yarmouth and the sustainability of the small school sixth forms had to be questioned.

Conclusion

The Committee self-assessed Governance as good in 20/21 and this was reviewed by the Governance Remuneration and Search Committee as part of the overall Governance self-assessment.

Appendix 1 – Curriculum Development Committee's Terms of Reference

Appendix 2 – Strategic Plan 2020-2030 extract

Appendix 3 - Developing Our Curriculum KPI progress – May 2021

APPENDIX 1
Curriculum Development COMMITTEE
TERMS OF REFERENCE

1. Membership

Not fewer than four independent members of the Corporation plus the Principal/Chief Executive, and up to 2 Associate Governors.

Staff and Student governors are eligible to be members.

In the absence of the Chair, the members attending the meeting shall select one of their number to 'Chair' that meeting.

Persons who are not members of the Corporation but are deemed to have the skills required to enhance the responsibilities of the committee may be appointed as Associate Governors on the Committee but may not hold the position of Chair.

2. Terms of Office

Members shall normally serve for a period of two academic years and shall be eligible for re-appointment thereafter.

3. Appointment of Chair

The Chair of the Committee shall be appointed by the Corporation and shall serve for a period of two academic years and shall be eligible for re-appointment thereafter.

4. Quorum

A quorum shall be one third (rounded up) of the appointed members, subject to a minimum of 2 independent governors.

5. Clerking

The Director of Governance shall act as Clerk to the Committee.

6. Frequency of Meetings

Meetings shall be held a minimum of once a term.

7. Attendance at Meetings

The Deputy Chief Executive, when required, shall attend and speak at meeting of the Committee (they will have no voting rights).

The Deputy Principal and Assistant Principals shall attend and speak at meeting of the Committee when required (they will have no voting rights).

Senior managers shall attend and speak at meeting of the Committee where business relevant to them is being discussed or where their attendance has been requested by the Committee (they will have no voting rights).

The Committee may invite the Corporation's advisers or other third parties to attend meetings of the Committee where business relevant to them is being discussed or where their attendance has been requested by the Committee (they will have no voting rights).

Other Corporation members shall have the right of attendance and participation, but not to vote.

8. Reporting Procedures

The Chair of the Committee shall present a summary report of the Committee's agenda at the subsequent Corporation meeting and the minutes of the meeting will be circulated to the Corporation.

9. Purpose of the Committee

Objective – To oversee the strategic aim of curriculum development

1. To evaluate, review and monitor the effectiveness of curriculum development.
2. To secure a strong positive reputation as a key provider, ensuring that the College secures year on year growth in participation across all provision.
3. To consider, monitor and advise the Corporation on all aspects of the Corporation's applications data, recruitment and resultant income.
4. To consider market intelligence, assessment and labour intelligence to help define the educational character of East Coast College.
5. To understand the market that the College serves including the regional context in terms of supply, demand, competition and evaluate and monitor its effect on the College's curriculum development.
6. To review, monitor and evaluate the development of the curriculum offer to ensure it meets the needs and aspirations of all students, parents and employers and provides students with effective preparation for progression.
7. To receive and review the Curriculum plan referring issues to the Finance and General Purposes Committee regarding the efficient use of resources, and the potential impact of plans on the solvency of the institution and the safeguarding of its assets.
8. To review, monitor and evaluate the curriculum offer ensuring that it is listening to and responding to local and regional employers and recognising the priorities of New Anglia Local Enterprise Partnership.
9. To review, assess and monitor the College's recruitment with the aim of increasing the number of students each year studying in all aspects of the College's provision including higher, technical and professional qualifications at levels 3, 4 and 5 - including 'T' levels.
10. To review, monitor and evaluate new income streams through projects and partnerships.
11. To monitor provision of Information, Advice and Guidance, and to receive and assess data on student choices and destinations.
12. Review and monitor the implementation of College Strategies that relate to 'curriculum development' issues.
13. Specifically to review, monitor and evaluate the Commercial Strategy, Apprenticeship Strategy, Marketing Strategy, HE Strategy, Sixth Form Strategy

and any other Strategy in relation to curriculum planning, development and recruitment.

14. To receive, evaluate and advise the Corporation on the Curriculum Development and Planning Strategy and planned programme developments for all areas of the curriculum.
15. Recommend for approval to Corporation developments to be included in the financial forecasts and College Strategy that are appropriate to the College's future development.
16. To review, monitor and evaluate the marketing strategy to develop an understanding of perceptions of the College and each of its market segments, including those of business and potential future employers.
17. To receive, review and monitor details of marketing and communication activity and its effectiveness and impact on curriculum development and on securing a strong positive reputation for the College.
18. To monitor and review risk management for those areas that are the responsibility of the Committee.
19. Conduct a Committee self-critique to inform the Governance Self-Assessment.
20. To consider any other specific issues referred by the Corporation and report their findings and recommendations back to the Corporation.

DEVELOPING OUR CURRICULUM



Our Intent

In order to succeed, the College needs to have a responsive curriculum. It will be developed in the context of national and local priorities in Great Yarmouth, Waveney and New Anglia.

The more students we attract, the more that our community will benefit.

We will create a framework for the development of skills and the achievement of qualifications which will support effective progression into further education, higher education, apprenticeships, or good quality employment.

The College will invest to grow new provision linked to regional priorities, withdrawing from provision not meeting regional or community needs.

The College's curriculum will respond to sustainability, digitalisation and the requirement for remote learning.

We will do this by:

- Proactively developing new curriculum for future job opportunities in New Anglia by shaping our curriculum offer by listening and responding to local and regional employers and recognising the priorities of New Anglia Local Enterprise Partnership including digital, clean energy and agri-tech.
- Providing in response to Covid-19 responsive and agile new training and tackling barriers to work.
- Inviting our adult community to their 'learning hub' for retraining and up-skilling, building economic and social capital.
- Developing new apprenticeships provision in emerging sectors.
- Increasing the number of students each year studying higher, technical and professional qualifications at levels 3, 4 and 5 - including 'T' levels.
- Increasing our volume of level 4 qualification and degree level participation through our University of Suffolk programmes.
- Developing regional centres of specialism that are recognised for excellence in key sectors of energy, care and foundation learning.
- Improving the marketing and communications of the College to ensure growth, secure a strong reputation and keep our community informed.
- Seeking and attracting new income streams through projects and partnerships.
- Becoming the first choice for A level study at Lowestoft Sixth Form College and creating more sixth form opportunities in Great Yarmouth.

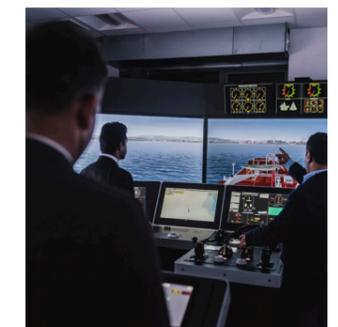
- Ensuring that digital and environmental sustainability underpins "green curriculum" development.
- Becoming the largest STEM, Health Science and Creative and Digital centres for the region.
- Providing strategic partnerships to large infrastructure employers.
- Demonstrating high levels in graduate employment through destination data.
- Developing and introducing new degree level apprenticeships as required by the curriculum or in response to employer request.
- Increasing the range of HND/C programmes and at post graduate level.
- Providing flexible attendance options across the curriculum offer.

By 2030 we will have:

- Increased participation in apprenticeships, with the provision exceeding £3m and recruiting 1,000 students in learning each year.
- 3,000 16-18 year olds studying at East Coast College to include at least 10% students studying on T levels.
- At least 1,000 FTE University of Suffolk students studying higher education at East Coast College.
- 800 students studying at the Lowestoft Sixth Form College annually and development of sixth form provision in Great Yarmouth.
- More than 150 high needs learners recruited and supported annually and develop partnerships and increase in supported internship.
- Developed commercial training turnover to £3m per year.
- Increased adult learner participation to £2m per year.
- Developed the Eastern Civil Engineering Campus, new Health Science Centre, Great Yarmouth University Campus with our HE partners, Sports and Fitness Community Hub, a Technical Clean Energy Operations, Maintenance and Welding Academy.
- Developed new specialised provision through partnership delivery including participation in a leading Institute of Technology.
- Completed merger(s) or acquisition(s) with regional or national institutions to ensure continued innovation and security of the curriculum offer.
- Engaged through the Norfolk Community College 7000 people in activities to improve their work readiness, job-search activity and education.

“ **East Coast College will deliver and continue to develop a curriculum that meets the needs of industry, local businesses and community.** ”

- Paul Padda, Deputy Principal, Curriculum and Quality



Appendix 3

Developing Our Curriculum KPI progress – May 2021

KPI	Progress	Progress RAG
Increased apprenticeships participation with provision exceeding £3m and 1,000 students	Increase apprenticeship offer in engineering, energy, civils, science and welding through Sizewell C and IoT developments.	
3,000 16-18 year olds studying at ECC with at least 10% on T levels	<p>The College has submitted to run T Levels in from 2022 in:</p> <ul style="list-style-type: none"> • Childcare • Health and Science • Digital • Construction • Engineering <p>Of these there is potential growth of circa 50 learners by 2024 in the areas of health, construction and an overall predicted cohort of 145 T level learners overall. The net result based on current figure would be 12% of our level three cohort undertaking T Levels by 2024/25.</p> <p>Detailed action plan in place covering resourcing, estates and training for support/delivery areas.</p>	
At least 1,000 FTE University of Suffolk students studying higher education	<p>IoT developments will bring additional L4 and L5 course development in the areas of science, environment, energy, built environment and constructions, ports and logistics and marine. Submission by June 21 for phase 2.</p> <p>Plan for a new HE centre in Great Yarmouth for 2023 is progressing well and there have been detailed discussions around space and layout. The move to a new HE centre will also drive the awareness of local higher education.</p>	
800 students studying at the Lowestoft Sixth Form College annually and development of sixth form provision in Great Yarmouth.	<p>T Levels for 2022 in Digital Design and Production.</p> <p>Submission of interest to deliver T Levels in legal, finance and creative for 2023.</p> <p>Additional level 4 provision in arts and business for 18 year olds leavers linked to progression agreements to level 5 being scoped with University of Suffolk.</p>	

KPI	Progress	Progress RAG
<p>More than 150 high needs learners recruited and supported annually and continue to develop partnerships and increase students in supported internships.</p>	<p>The College currently has 129 high needs learners.</p> <p>Provision at JPH has remained throughout the pandemic and this academic year the College has 8 interns.</p> <p>New curriculum manager in post with extensive experience of funding and delivery of high needs at multiple institutions offering strengthened knowledge and experience.</p>	
<p>Developed commercial training turnover to £3m per year.</p>	<p>Continued rebuilding of the offer and cross selling commercial activity across employer base.</p> <p>Developing strategic partnerships for example Maersk training for renewable energy training.</p>	
<p>Increased adult learner participation to £2m per year.</p>	<p>Adult income targets for the next academic year are £1,950K with additional courses planned for health, arts, IT, business, construction and engineering.</p> <p>Marketing and promotion campaign planned for June and summer 2021.</p> <p>College strategic planning for adult provision scheduled for June 2021.</p>	
<p>Developed the Eastern Civil Engineering Campus, new Health Science Centre, Great Yarmouth University Campus with our HE partners, Sports and Fitness Community Hub, a Technical Clean Energy Operations, Maintenance and Welding Academy.</p>	<p>Positive ongoing work for Sizewell C and EDF.</p> <p>Planning underway for Lound Civil Campus from summer 2021. Advertising post for Civil Engineering manager.</p> <p>Planning underway for welding academy.</p>	
<p>Developed new specialised provision through partnership delivery including participation in a leading Institute of Technology</p>	<p>Submission for phase 2 June 2021.</p>	

KPI	Progress	Progress RAG
Completed merger(s) or acquisition(s) with regional or national institutions to ensure continued innovation and security of the curriculum offer	Strategic options review in progress: <ul style="list-style-type: none"> • Meeting with University of Suffolk. • EN6F approached • Early stages of partnership work with Venture Academies Trust. 	
Engaged through the Norfolk Community College 7000 people in activities to improve their work readiness, job-search activity and education.	Expanded offer for AEB funded provision and new projects for adult NEET submitted including community renewal fund and further ESF projects across region.	