

## East Coast College

### MINUTES of the meeting of the Curriculum Development Committee held at 9am on Tuesday 28<sup>th</sup> September 2021 Video Conference

<b>Present:</b>	Saul Humphrey (Chair SH) Mike Dowdall (MD) Peter Lavender (PL) Stuart Rimmer (Principal) Ian Lomax (IL) and Andrew Walmsley (AW)	
<b>In attendance:</b>	Wendy Stanger (Director of Governance) Paul Padda (Deputy Principal) Nikki Lane (Assistant Principal Student Wellbeing and Support) Rachel Bunn (Assistant Principal – Apprenticeships and Employer Engagement) and Amy Smith (Marketing Manager) & Observer David Blake (Corporation Chair DB)	
<b>W/21/09/1</b>	<b>Apologies and membership</b>	<b>Action</b>
Apologies were received from Paul Nisbett (PN) and from Gemma Head (GH) Andrew Walmsley (AW) was welcomed to his first meeting of the Committee.		
<b>W/21/09/2</b>	<b>Declarations of Interest</b>	<b>Action</b>
There were the following declarations of interest: <ul style="list-style-type: none"> <li>• Mike Dowdall as an employee of the LEP</li> </ul> It was agreed that this declaration didn't preclude full participation in the meeting.		
<b>W/21/09/3</b>	<b>To approve the Minutes of the meeting of the 25 May 2021 and any other matters raised previously not otherwise included in the Agenda</b>	
The minutes of the meeting held on 25 May 2021 were agreed as a true record. Governors queried the current NEET position. The Assistant Principal Student Wellbeing and Support advised that the early indicators were that this was lower than normal with more young people in part time employment. This position would be reviewed by the Counties in October when Colleges had reported their enrolment data.		
<b>W/21/09/4</b>	<b>Action Log</b>	
The action log was reviewed and it was noted all actions were complete.		
<b>W/21/09/5</b>	<b>Curriculum Development Update</b>	
<b>W/21/09/5.1</b>	<b>National College for Nuclear (NCfN) Prospective Delivery Provider Application Form</b>	
The Deputy Principal advised that he had produced an overall curriculum development update and this would be used as a basis for future meetings. Governors challenged how the curriculum planning at L6FC was to be improved. The Deputy Principal advised it to begin earlier to enable a detailed analysis to try and ensure that breadth of provision was maintained based on learner demand. Governors discussed the development of a Boat Building College and the potential of adding this to the College's offer. There was a need to be clear on costs, offer, group size		

and agreement length. This was an opportunity to develop a niche offer that could lead to other developments and build on the College's history in providing boat building. The CEO advised that it is key the College really understands the market, do students want it, will employers pay for it and until we clarify this it will not be possible to move forward.

Governors commented that it was really positive that the College had been successful in securing funding through the Turing Scheme. There was a need to be reflective on its benefits for students, staff and the wider college reputation.

Governors challenged why given the current market Healthcare had struggled to recruit, The Deputy Principal advised that healthcare had recruited but healthcare science had struggled to recruit and this was the same nationally. The College was looking at the apprenticeship route and exploring closer working with JPH as part of its remodelling.

Governors discussed the National College for Nuclear application and commented that it was a thorough application. It was likely that given the current fuel shortages that the planning application would be approved.

Governors challenged if it was clear with the Sizewell C development what provision other partner colleges were providing. The CEO advised that there was an overarching MOU with Sizewell C Consortium and then each College had their individual agreed schedule. Specialisms, such as agriculture would be Otley and nuclear operations would be West Suffolk.

Governors commented that there was a need to look beyond the current government focuses and train students for future jobs and this needed to be considered as part of the estate redevelopment. The CEO commented that the College needed to develop high value curriculum that enabled good careers and Governors needed to consider what the College's 'educational character' should be.

Governors concluded that the curriculum development needed to look beyond the normal annual planning cycle at strategic long-term thinking and development that resulted in sustainable careers and that this took into account thinking contained in reports such as 'Future of Work' <https://www.mckinsey.com/featured-insights/future-of-work> and 'The Future of Jobs Report 2020' <https://www.weforum.org/reports/the-future-of-jobs-report-2020> The risk of annual spending reviews was that development followed the money and didn't look at strategic planning.

**Governors resolved to:**

- **Note the curriculum development update and**
- **The National College for Nuclear application**

**W/21/09/6**

**Student Recruitment Review**

The Deputy Principal presented the report which provided an analysis of recruitment and action taken so far to address under recruitment from courses with low demand.

Governors discussed the recruitment and the reasons for applicants not enrolling. The Deputy Principal advised that all applicants had been tracked and they had either enrolled at another College or were working.

Governors challenged the reasons for students not progressing. The Deputy Principal advised that this needed to be reviewed, an initial analysis suggested there may be a quality issue and that a number had moved into work. Governors commented that it was important that the College had an offer available for when jobs ended.

Governors commented that it was positive that a maritime cohort was due to commence as the risk had been that this provision would not re-start. The Deputy Principal advised that the need now was to build the cadet programme, the College was getting better as preparing students for these interviews.

Governors noted that it was positive that the Saturday art provision had recruited as this was good for the community and gave the College a platform to build on. It was important that the community were asked what provision they would like to see.

The Assistant Principal Student Wellbeing and Support advised on the ongoing work with schools. This was being individualised for different schools with activity packs for all and offers such as joint performances, support for career advisors and activities in feeder schools.

**Governors resolved to note the report and the actions that the College was to take:**

- **Model financial implications of recruitment on College budgets.**
- **Diagnosis of recruitment at Lowestoft 6th Form in relation to progression and effect on retention. Early curriculum planning for 2022/23.**
- **Consideration of overstaffing including options for new provision and use of tuition fund**
- **Continued development of NEET offer and recruitment**
- **Monitor and adjust adult offer to cater for learner demand.**

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<b>W/21/09/7</b>	<b>Marketing Activity</b>
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The Marketing Manager presented the report that gave updates on:

- Marketing plan
- Social media and website
- Advertising
- Events
- Prospectus
- LMI data
- Mystery shopper use and
- School liaison

Governors commented that the mystery shopper use was positive and suggested that this was extended to review the transactional processes for application and enrolment. The Assistant Principal Student Wellbeing and Support advised that this could be carried out with the school's assistance. To gather feedback a start process survey had been used this year together with regular feedback from schools and providers who referred students. The Marketing Manager advised that data collection at events was to be improved so that attendees could be tracked through to application and followed up if an application was not made.

The Marketing Manager advised that the mystery shoppers had identified that the website needed curriculum area videos, as these made the course information more meaningful. These were currently being produced. The website had been reviewed to improve navigation and accessibility and the images were being updated. Governors commented that the website also had to be accessible by adults looking to return to learning.

<p>Governors discussed how marketing could be used to support the re-development of the Great Yarmouth campus. It was key that market testing informed the re-development and informed the community about the re-development.</p> <p>Governors commented that the College had a diverse curriculum and needed to promote it and highlight what the College offered that others don't. The Marketing Manager advised that a market stall was being used to promote the HE offer and this could be extended to all provision.</p> <p>Governors challenged how marketing worked with curriculum. The Assistant Principal Student Wellbeing and Support advised that each curriculum area had a member of marketing linked to it and sector data is to be compiled for each Curriculum Manager to support curriculum planning.</p> <p>Governors discussed current and future competitors and challenged how this was reviewed. The Marketing Manager advised that competitor's marketing and social media was monitored and competitor data was reviewed as part of curriculum planning.</p> <p>Governors discussed the school liaison work. The Marketing Manager advised that the prospectus together with a suite of posters regarding careers and alumni was being provided to schools as well as the school liaison visits and presentations. Leading on from the mystery shoppers work was also taking place with student forums to discuss what they would like to see and activity was being targeted at those schools that had a lower than expected recruitment.</p> <p><b>Governors agreed the following actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Risk register to be updated to include the risk from the opening of the Charter Academy Sixth Form. Mitigation needed to be a tailored offer that met student's needs.</b></li> </ul>		PP
W/21/09/8	<b>Projects and partnership working Update</b>	
<p>The Assistant Principal – Apprenticeships and Employer Engagement presented the report. The paper outlined the College's developments in partnership working with examples of some of the key partnerships and projects that have been developed with the College being the Lead or delivery partner. The College was waiting for the results of a bid for the Community Renewal Fund and it was hoped that the end date for this would be extended due to the delayed notification.</p> <p>Governors challenged if the project lead had been replaced. The Assistant Principal advised that the post had been replaced internally.</p> <p>Governors noted that the Offshore Wind Centre Phase 2 funding ended in December 2021 and that the coordinator role had ceased and challenged if this was having a negative effect on the project. The Assistant Principal advised that there was only one cohort left to deliver and this could be managed from the current resources. At present the College is exploring an extension with SCC to support Armed Forces leavers to undertake funded transition courses.</p> <p>Governors commented that it was positive that there was funding available for projects as they enabled the development of a curriculum offer that met the local community's needs.</p>		
W/21/09/9	<b>Committee Annual Report to Corporation</b>	
W/21/09/9.1	<b>Draft Annual Report Self-Assessment Survey Results</b>	
<p>The Director of Governance presented the report and advised that the survey results would be updated in the version that was reported to Corporation. These reports were to</p>		

be produced by each Committee to both review the Committee's work and to ensure that all Governors were aware of all the Committees work. It was being recommended that these were also published on the College's website along with the already published minutes.

Governors commented that it was a comprehensive and succinct report.

**The Committee resolved to:**

- **Agree the Committee's annual report and subject to the self-assessment survey being added, its submission to Corporation**

**W/21/09/10**

**Risk Register**

The committee reviewed the risk register.

1. Has the risk register been reviewed

The committee agreed that the risk register had been reviewed and updated for the current enrolment

2. Is the Committee content that the risks are relevant and are being updated?

The Committee agreed that the register was now more aligned to the work of the Committee

3. Is the Committee content that the risks are being mitigated?

The Committee commented that the reports on the agenda had included mitigation and actions taken.

4. Where a red risk is the Committee assured that appropriate action is being taken

The Committee noted that following enrolment and progression issues there were now 3 red risks:

- Failure to develop a curriculum for 16-18 year olds which meets stakeholder needs
- Failure to develop a curriculum for University of Suffolk Higher Education students at East Coast College which meets stakeholder needs
- Failure to develop a curriculum for students at Lowestoft Sixth Form College which meets stakeholder needs

Mitigation for these had been included and discussed during the meeting and mitigating action was to be taken as part of curriculum planning.

It was noted that the maritime risk had reduced due to recruitment of a small cohort.

5. Where does the Committee have significant concerns?

The Committee were concerned about these red risks and also the need to ensure that there was sufficient capacity within the senior team to ensure that the benefits of developments were maximised.

Apprenticeships were all a concern and were a risk across all aspects and needed to be reviewed at all Committees.

Governors discussed if the risk register should be at the start of the agenda or at the end. The Director of Governance advised that it had previously been at the start of agendas but had been moved to the end at Governors request as the mitigation for risks was included in the reports on the agenda.		
<b>W/21/09/11</b>	<b>Agenda Planning</b>	
T Level Plan Governors to be included in curriculum planning at an early stage PR Plan Capital Projects was to be produced for Estate Committee but should be reviewed by Curriculum Development too		
<b>W/21/09/12</b>	<b>Review of Meeting</b>	
<ol style="list-style-type: none"> <li>1. Confidential Items: None</li> <li>2. Risk Management: as noted on agenda item</li> <li>3. Health and Safety: None</li> <li>4. Equality and Diversity: Curriculum planning</li> <li>5. Sustainability: need to include in all developments</li> <li>6. Media: None</li> <li>7. How did the meeting go: Excellent discussions and chairing</li> </ol>		
	<b>Date of Next Meeting</b>	
Additional meeting 1 2 22 5 4 22		