

Curriculum Development Committee Annual Report 2022/23

Introduction

This report covers the academic year 2022/23 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 and that this should be published.

Membership

Members who served on the East Coast College Curriculum Development Committee during the 2022/23 period were:

Attendance

Saul Humphrey (Chair and Independent Governor)	3/4
Mike Dowdall (Independent Governor)	4/4
Peter Lavender (Independent Governor)	4/4
Ian Lomax (Independent Governor)	4/4
Stuart Rimmer (CEO and Governor)	3/4
Andrew Walmsley (Independent Governor)	1/1
Malcolm Goodwin (Independent Governor)	1/3
Lewis Hanson (Student Governor)	2/2
Lisa George (Associate Governor)	2/3

This gave an overall attendance of 83%, compared to 84% in 2021/22 and was above the Corporation's 80% target.

The Corporation's minimum attendance rate is 80% which not all members exceeded. This was addressed by the Governance Remuneration and Search Committee and in Governor Reviews carried out by the Chair in the Spring term.

The Committee met on 4 occasions, 17 10 2023, 31 1 2023, 17 5 2023 and 13 6 2023 all of which were quorate.

The Committee was chaired in 2022/23 by Saul Humphrey and will be chaired in 2023/24 by Peter Lavender.

As part of the Corporation's recruitment and succession new members will be appointed to the Committee in 2023/24.

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 at the June 2023 meeting and the revised version adopted by the July 2023 Corporation which included a change of name to Curriculum Growth and Development Committee. This will focus the committee's work on the key strategic aims of both growth and development.

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 2022/23, 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. There is to be a full review in 2023/24 to ensure that the risk register aligns with the Strategic Aims, Accountability Statement and Strategic Curriculum Plan

Curriculum Development

The Committee has overseen the revision of the Curriculum Development and Curriculum Planning Strategy and the subsequent curriculum plan for all areas of the College's provision.

As part of the curriculum development the Committee has considered reports on the College's current and future provision and how this can be developed for all of the community, employers and the needs of various infrastructure projects such as Sizewell C. This has included review and monitoring of new developments such as the Apollo Project and Bootcamps as well as addressing ongoing improvements in current provision such as apprenticeships.

The developed Curriculum Strategy ensures all curriculum is employer approved and meets local, regional and national needs, as set out in the Corporation's Accountability Statement. This helps to ensure that our students have the skills needed by employers and that they have a positive progression.

The employer engagement process was agreed as follows, with the Committee Chair a member of the Strategic Employer Partnership Panel:



East Coast College Employer Engagement Groups

Strategic curriculum Review

A Strategic Curriculum Review was carried out and published. The Committee were involved through reviewing at the planning stage, representation at the New Anglia Region's Curriculum Review Regional Workshop and reviewing the draft prior to Corporation's approval. This has been published on the College's website and will be a focus of the Committees work in 2023/24:

<https://www.eastcoast.ac.uk/wp-content/uploads/2023/08/Statutory-Curriculum-Review-2023-2483.pdf>

Recruitment

The Committee received reports on recruitment and how this compared to previous years and the action the College was taking to meet the curriculum plan targets. The Committee set actions for the Senior Team to help ensure that the recruitment targets were met, and regularly reviewed progress with the aim of increasing recruitment and the College's internal monitoring processes. The impact of these changes can be seen in the recruitment for 2023/24.

Marketing

The Committee has continued to review the strategic marketing of the College and how this needs to be focused on meeting the targets in the Curriculum Plan. The Committee recognised that there is a need to consider the value for money and impact of the marketing activity and this is to be considered in 2023/24.

Self-Assessment

As part of the Corporation's self-assessment, committee members carry out an annual review of the Committee. This is included at appendix 2. This concluded that the Committee is generally working well but that there are areas for improvement. These improvements include:

- Committee's skills mix - being addressed through recruitment

- Stakeholder voice – being addressed through reporting through from the employer engagement forums and planning by the Chair and Deputy Principal Curriculum and Strategic Partnerships to engage stakeholders including the learner voice in the Committee's work.
- A focus on growth – the terms of reference have been re-focused; the Committee's reports and risk register are to be reviewed to ensure that they align with the Committee's strategic growth objectives and provide the information that the Committee requires.
- Key Performance Indicators – KPIs are to be an integral part of the Deputy Principal Curriculum and Strategic Partnerships reports and will be reviewed at each meeting.

Conclusion

The Committee met its terms of reference and remit in 2022/23 with areas of strength and areas that require development. The Committees work focused on developing the Curriculum Plan and the Strategic Curriculum Review and for 2023/24 the implementation of these will be a focus alongside growth to help ensure that the College is achieving the growth it needs for its financial sustainability.

Appendix 1 – Curriculum Development Committee's Terms of Reference

Appendix 2 – Curriculum Development Self-Assessment 2023/24 *(please note the published version will have the comments removed)*

APPENDIX 6

CURRICULUM GROWTH and DEVELOPMENT COMMITTEE

TERMS OF REFERENCE

Objective To oversee the strategic aim of curriculum growth and development creating a financially stable College

Introduction

The Curriculum Growth and Development Committee is a committee of East Coast College Further Education Corporation and as such its actions are open to scrutiny and approval by the full Corporation.

The Corporation and its Committees at all time will have due regard to the Seven Principles of Public Life and the requirements of the guidance set out in HMT's 'Managing Public Money.'

Delegation does not absolve the Corporation from accountability for the conduct and decisions of its committees. The Corporation remains responsible for the proper conduct of the College for undertaking its duties under the instruments and articles of government and for complying with the other legislation to which it is subject.

The Terms of Reference of the Committee may be varied at any time by agreement of the Corporation.

The Committee and the Corporation will have at the heart of its work the College's Strategic Plan and Accountability statement and will demonstrate through its meetings and decision making:

Our Purpose

- To transform individuals and build communities through education.

Our Values

- Aspirational – Being supportive, exploring potential and challenging ourselves daily.
- Respectful – Acting with compassion, being inclusive, and welcoming others in our learning community and to our environment.
- Professional – Putting team first, acting with integrity, developing our expertise and having a focused work ethic.
- Successful – Determining our ambition, achieving excellence and continually raising standards.

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 which includes Associate Governors, subject to a minimum of 2 independent governors who are members of the Corporation being present.

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(s) 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 where approved by the Committee participation, but not to vote.

8. Reporting Procedures

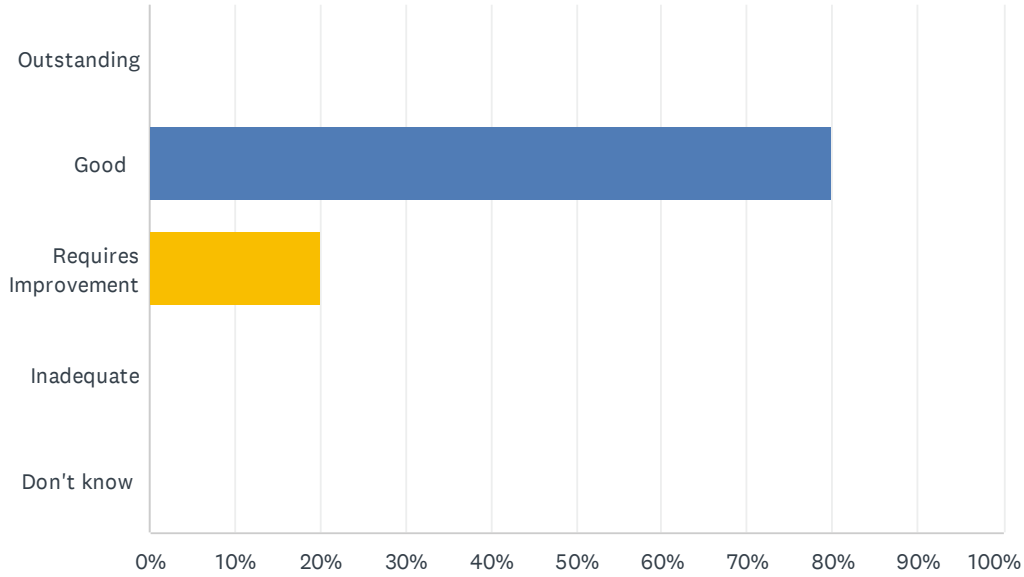
The Chair of the Committee shall present a summary report of the Committee's agenda at the subsequent Corporation meeting and the minutes and action log of the meeting will be circulated to the Corporation.

- . ' Di fdcgY 'cZkY '7ca a JHY	Delegated Power
1. To receive the Curriculum Strategy and planned programme developments and to review and recommend for approval to the Finance & General Purposes Committee and the Corporation for such developments to be included in the financial forecasts and College Strategy.	Recommend to F&GP/Corporation
2. To evaluate, review and monitor the effectiveness of curriculum development.	Delegated
3. To evaluate, review and monitor the statutory curriculum review	Delegated
4. To secure a strong positive reputation as a key provider, ensuring that the College secures year on year growth in participation and market share across all provision.	Delegated
5. To consider, monitor and advise the Corporation on all aspects of the Corporation's applications data, recruitment and resultant income.	Delegated
6. To consider market intelligence, assessment and labour intelligence to help define the educational character of East Coast College.	Delegated
7. 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.	Delegated
8. 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.	Delegated
9. 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.	Recommend to F&GP where financial implication
10. 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 and LISP.	Delegated
11. 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.	Delegated
12. To review, monitor and evaluate new income streams through projects and partnerships.	Delegated
13. To monitor provision of Information, Advice and Guidance, and to receive and assess data on student choices and destinations.	Delegated
14. Actively seek opportunities for partnership working with other training providers that will achieve business efficiencies and meet the needs of employers and learners.	Dependent on contract size

15. Review and monitor the implementation of College Strategies that relate to 'curriculum development' issues.	Delegated unless changes the educational character
16. Specifically, to review, monitor and evaluate the Commercial Strategy, Apprenticeship Strategy, Marketing Strategy, HE Strategy, Sixth Form Strategy	Delegated unless changes the educational character
17. To receive, evaluate and advice the Corporation on the Curriculum Development and Planning Strategy and planned programme developments for all areas of the curriculum.	Advice the Corporation
18. 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.	Recommend to Corporation
19. 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.	Delegated
20. 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.	Delegated
21. To monitor and review risk management for those areas that are the responsibility of the Committee.	Report to Audit Committee
22. Conduct a Committee self-critique to inform the Governance Self- Assessment.	Report to Governance Remuneration and Search
23. To consider any other specific issues referred by the Corporation and report their findings and recommendations back to the Corporation.	Recommend to Corporation

Q2 Curriculum Development committee's terms of reference are fit for purpose (see the Governance Portal's resources section Standing Orders)How good are we at this?

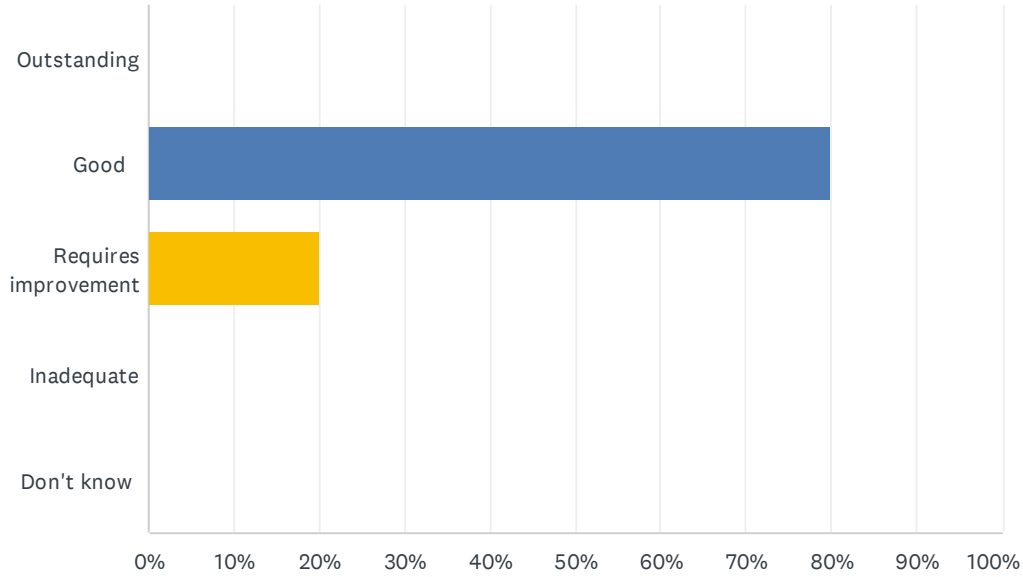
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	2022
Outstanding	0.00%	0
Good	80.00%	100% 4
Requires Improvement	20.00%	1
Inadequate	0.00%	0
Don't know	0.00%	0
TOTAL		5

Q3 The Curriculum Development committee’s mix of skills and experience enables it to effectively fulfil its role (Code of Good Governance)How good are we at this?

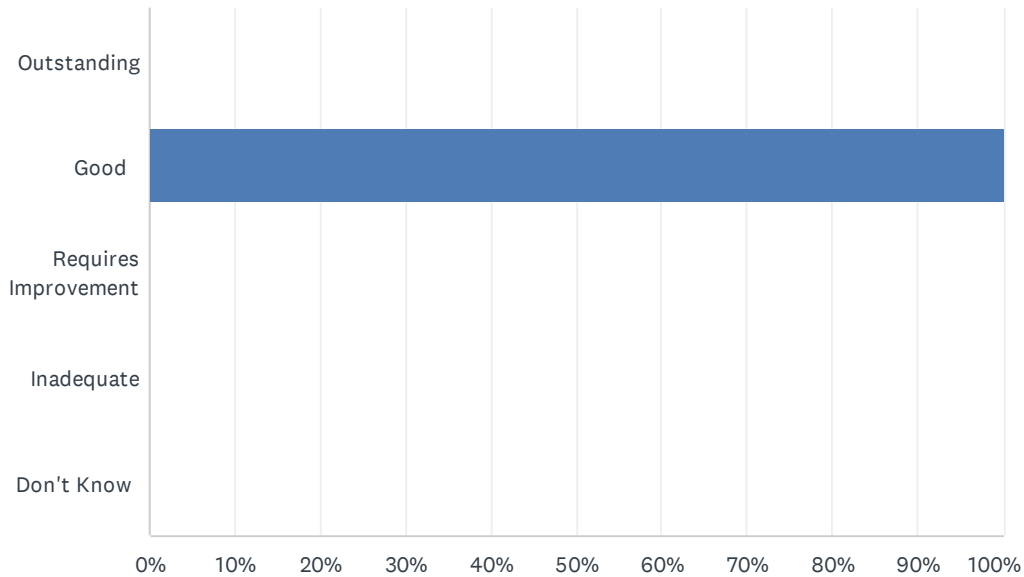
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	2022	
Outstanding	0.00%	20%	0
Good	80.00%	80%	4
Requires improvement	20.00%		1
Inadequate	0.00%		0
Don't know	0.00%		0
TOTAL			5

Q4 The Curriculum Development Committee know the strengths and weaknesses of the College's curriculum offer and its development (Governance Guide and Review how well the education or training provided meets local needs)How good are we at this?

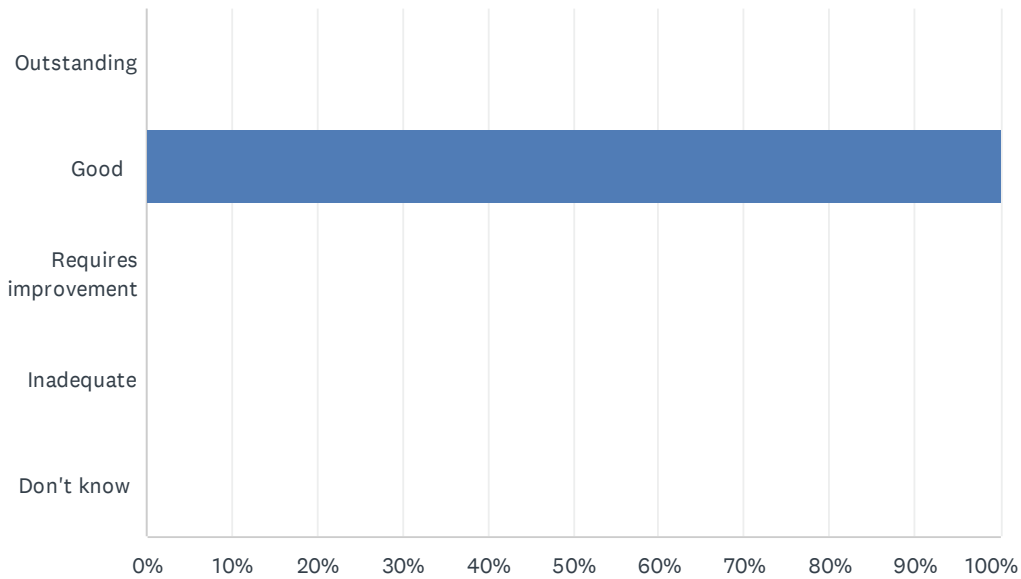
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	2022	
Outstanding	0.00%	20%	0
Good	100.00%	60%	5
Requires Improvement	0.00%		0
Inadequate	0.00%		0
Don't Know	0.00%	20%	0
TOTAL			5

Q5 The Curriculum Development Committee has recommended a curriculum strategy that meets current and future needs of all stakeholders. (Standing Orders, Governance Guide and Review how well the education or training provided meets local needs)How good are we at this?

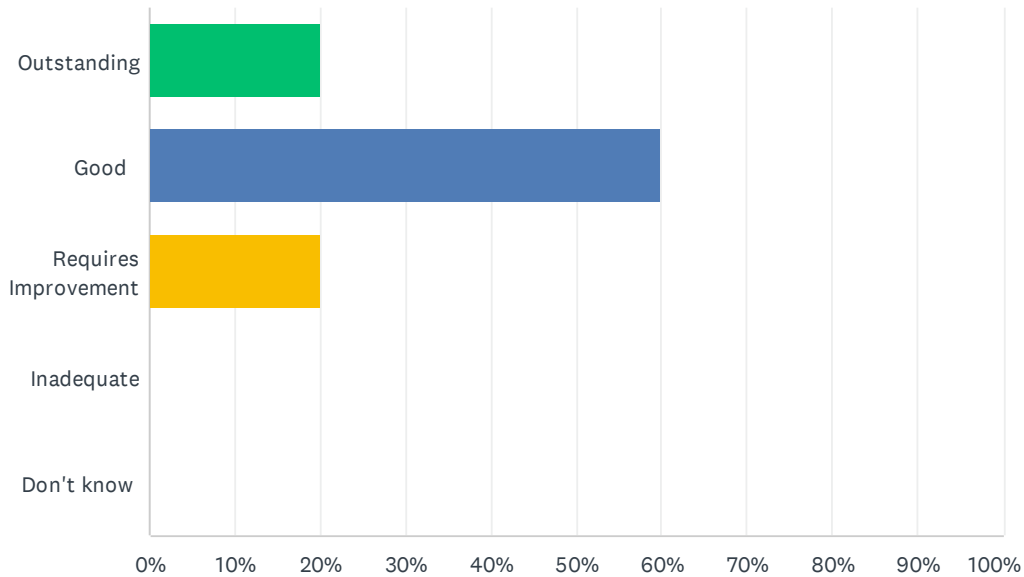
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	2022	
Outstanding	0.00%	20%	0
Good	100.00%	60%	5
Requires improvement	0.00%	20%	0
Inadequate	0.00%		0
Don't know	0.00%		0
TOTAL			5

Q6 The Curriculum Development Committee reviews, assesses and monitors the College’s recruitment and aims to meet, and where appropriate exceed, the curriculum plan across all areas of the College’s provision (standing orders)How good are we at this?

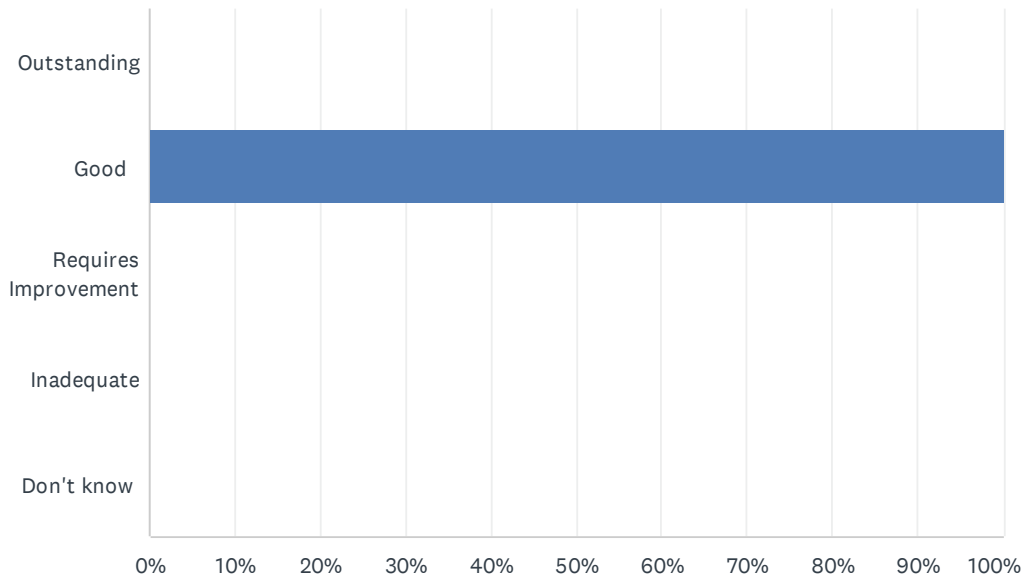
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	2022	
Outstanding	20.00%	20%	1
Good	60.00%	60%	3
Requires Improvement	20.00%	20%	1
Inadequate	0.00%		0
Don't know	0.00%		0
TOTAL			5

Q7 The Curriculum Development Committee understands the market that the College serves including the regional context in terms of supply, demand, competition and evaluates and monitors its effect on the College's curriculum development. (Standing Orders)How good are we at this?

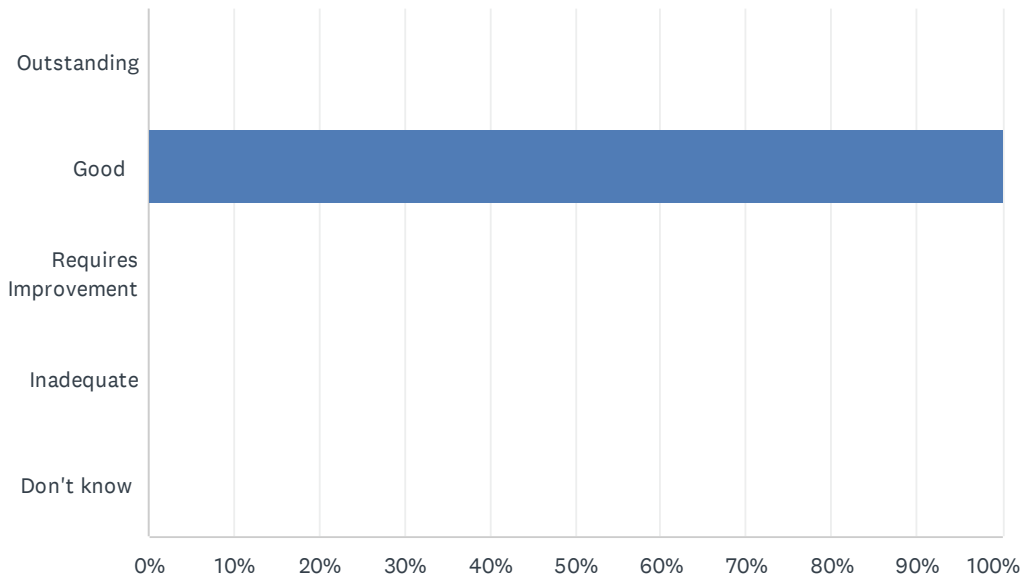
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	2022	
Outstanding	0.00%		0
Good	100.00%	60%	5
Requires Improvement	0.00%	20%	0
Inadequate	0.00%		0
Don't know	0.00%	20%	0
TOTAL			5

Q8 The Curriculum Development Committee understands the need to and has planned to undertake a regular review of how well the education or training provided by the college meets local needs, in particular needs relating to local employment. (Review how well the education or training provided meets local needs)How good are we at this?

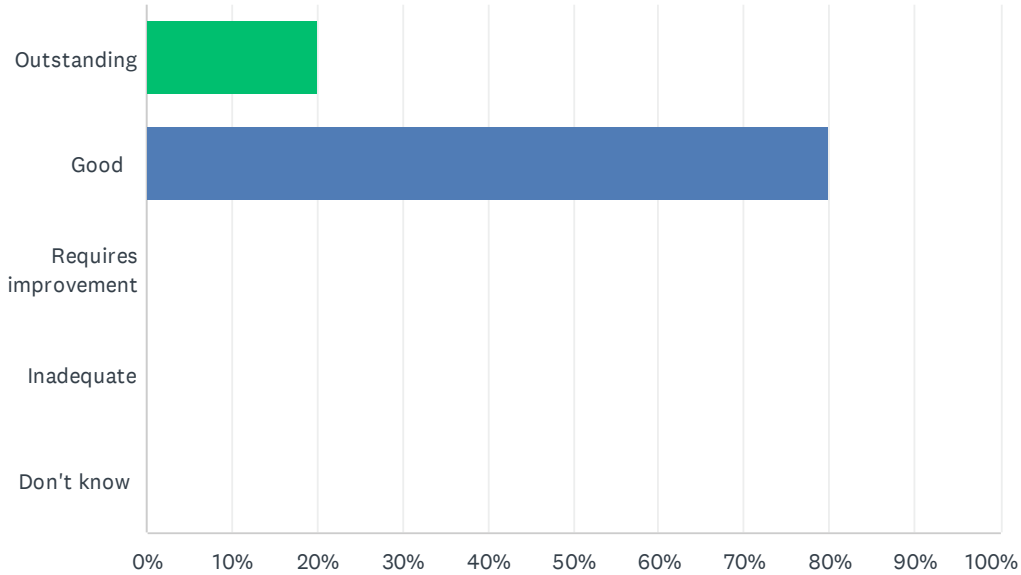
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	2022	
Outstanding	0.00%	20%	0
Good	100.00%	60%	5
Requires Improvement	0.00%	20%	0
Inadequate	0.00%		0
Don't know	0.00%		0
TOTAL			5

Q9 The Curriculum Development Committee has ensured that the College has appropriate curriculum related procedures and strategies that are regularly reviewed (Standing orders)How good are we at this?

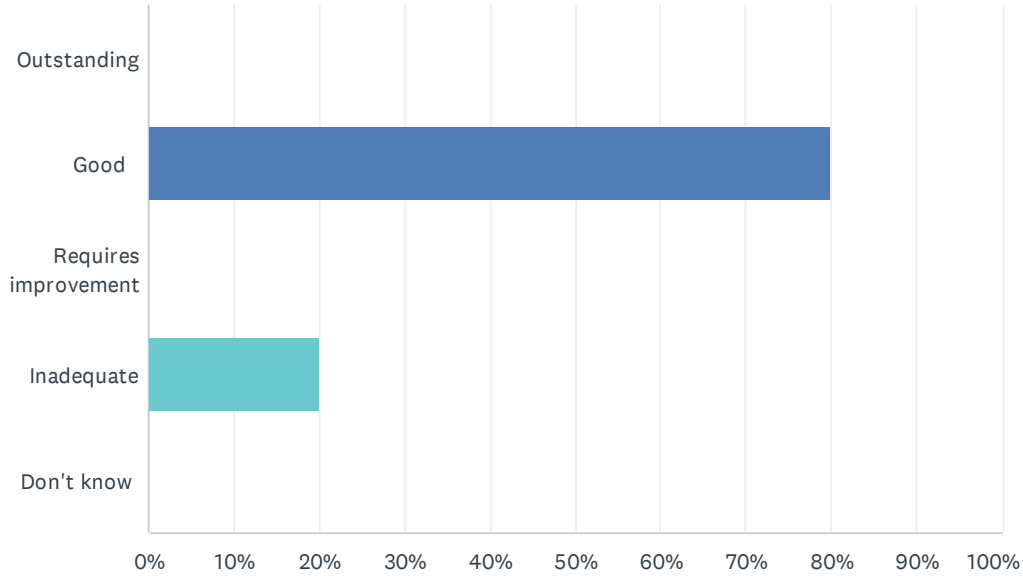
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	2022
Outstanding	20.00%	1
Good	80.00%	100% 4
Requires improvement	0.00%	0
Inadequate	0.00%	0
Don't know	0.00%	0
TOTAL		5

Q10 The Curriculum Development Committee monitors performance using key performance indicators (Governance Guide and Code of Good Governance)How good are we at this?

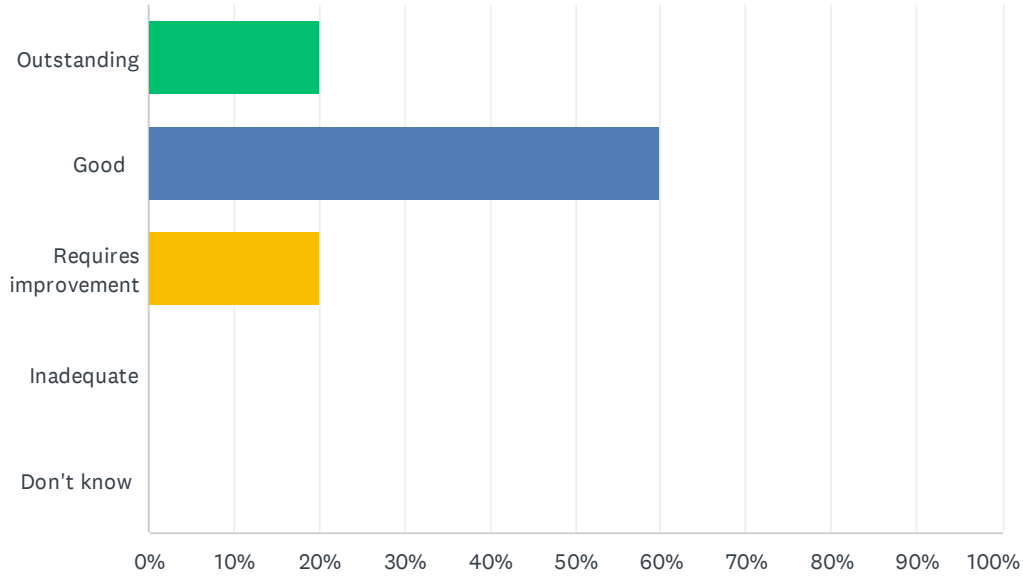
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	2022	
Outstanding	0.00%		0
Good	80.00%	80%	4
Requires improvement	0.00%	20%	0
Inadequate	20.00%		1
Don't know	0.00%		0
TOTAL			5

Q11 Curriculum development related risks are adequately identified, monitored and mitigated (Standing Orders and Governance Guide)How good are we at this?

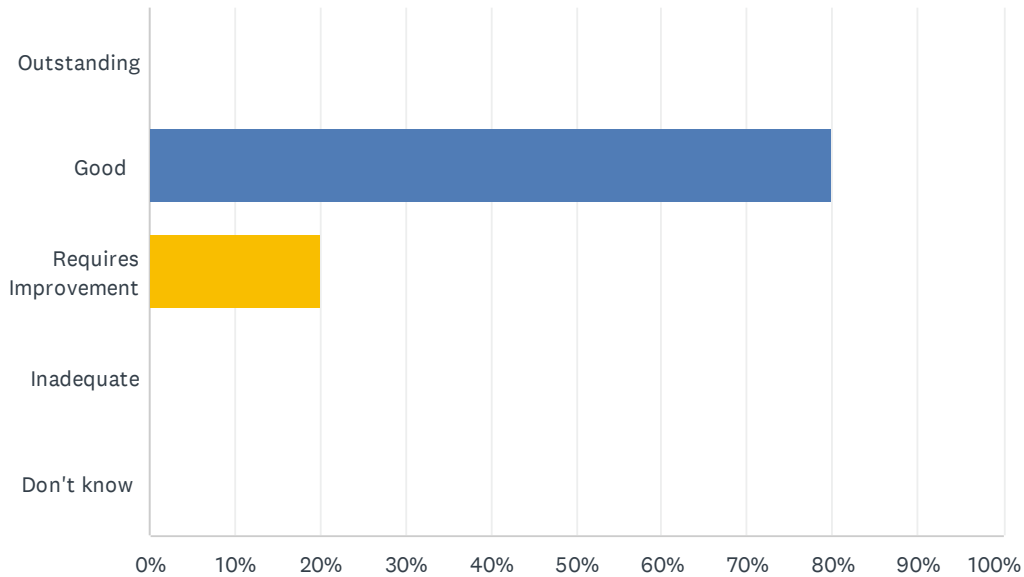
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	2022	
Outstanding	20.00%	20%	1
Good	60.00%	80%	3
Requires improvement	20.00%		1
Inadequate	0.00%		0
Don't know	0.00%		0
TOTAL			5

Q12 The Curriculum development committee monitors and evaluates 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. (Standing orders)How good are we at this?

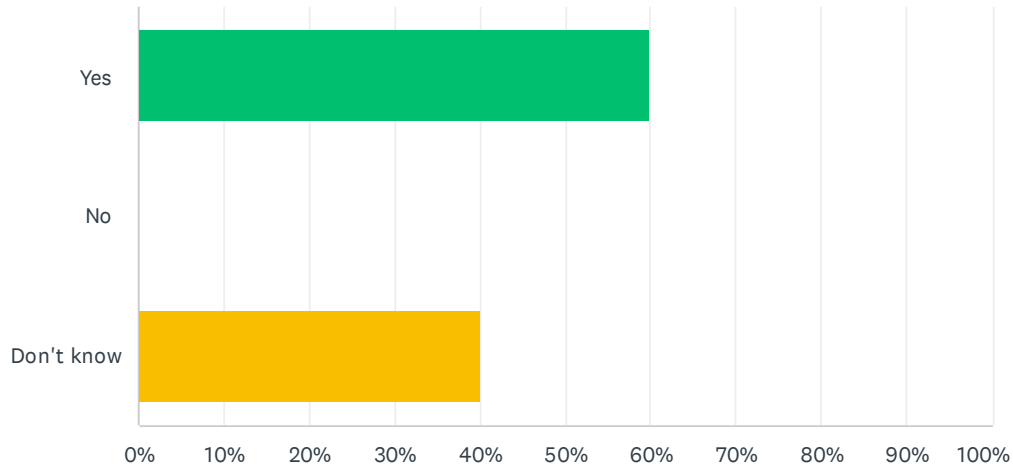
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	2022	
Outstanding	0.00%	20%	0
Good	80.00%	40%	4
Requires Improvement	20.00%	40%	1
Inadequate	0.00%		0
Don't know	0.00%		0
TOTAL			5

Q14 The committee receives appropriate updates and training (Code of Good Governance and Governance Guide)

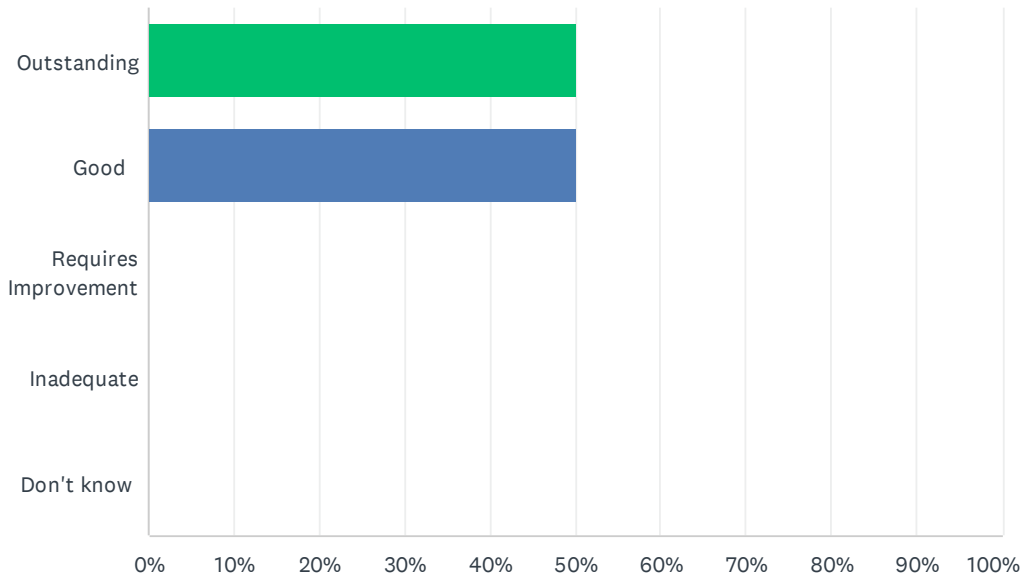
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	2022	
Yes	60.00%	80%	3
No	0.00%		0
Don't know	40.00%	20%	2
TOTAL			5

Q18 Section 2 Committee ChairThe Curriculum Development Committee Chair chairs meetings effectively and efficiently, bringing impartiality and objectivity to the decision making process. (Standing Orders)How good is he at this?

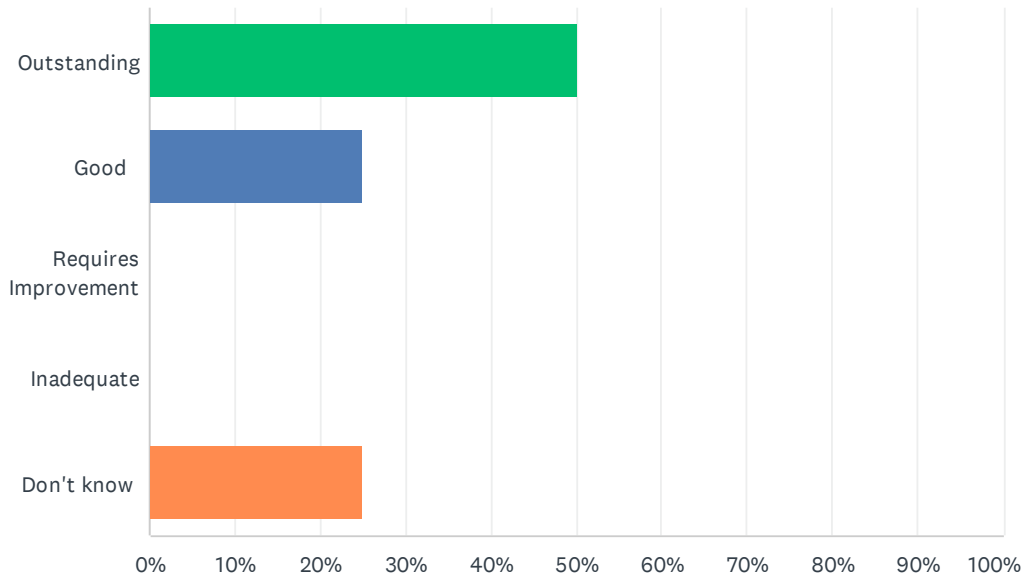
Answered: 4 Skipped: 1



ANSWER CHOICES	RESPONSES	2022	
Outstanding	50.00%	40%	2
Good	50.00%	60%	2
Requires Improvement	0.00%		0
Inadequate	0.00%		0
Don't know	0.00%		0
TOTAL			4

Q19 The Curriculum Development Committee Chair ensures that Governors are fully engaged on the Committee and all can contribute to its work (Standing Orders)How good is he at this?

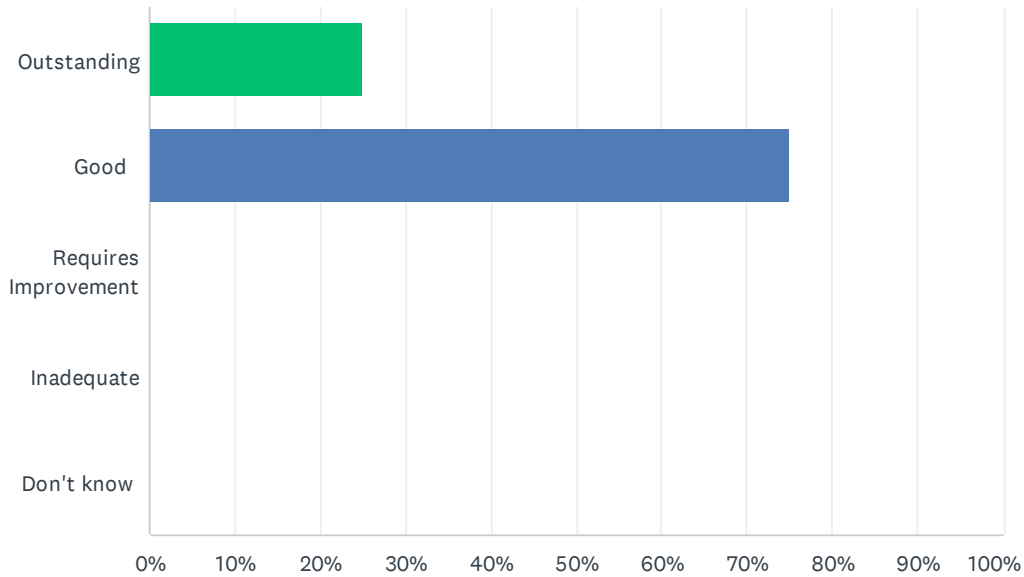
Answered: 4 Skipped: 1



ANSWER CHOICES	RESPONSES	2022	
Outstanding	50.00%	40%	2
Good	25.00%	40%	1
Requires Improvement	0.00%		0
Inadequate	0.00%		0
Don't know	25.00%	20%	1
TOTAL			4

Q20 The Curriculum Development Committee Chair is an effective leader of the Committee How good is he at this?

Answered: 4 Skipped: 1



ANSWER CHOICES	RESPONSES	2022	
Outstanding	25.00%	40%	1
Good	75.00%	40%	3
Requires Improvement	0.00%		0
Inadequate	0.00%		0
Don't know	0.00%	20%	0
TOTAL			4