

**East Coast College MINUTES of the meeting of the Curriculum  
Growth and Development Committee held at 9am 30<sup>th</sup> January 2024  
Room L6FC**

<b>Present:</b>	Peter Lavender (Chair PL) Ian Lomax (IL) Mike Dowdall (MD)	
<b>In attendance:</b>	Julia Bates (Deputy Principal Curriculum and Strategic Partnerships) Wendy Stanger (Director of Governance) and Urmila Rasan Deputy Chief Executive	
<b>W/24/01/1</b>	<b>Apologies and membership</b>	
Apologies – Katie Alexander and Associate Governor Lisa George		
<b>W/24/01/2</b>	<b>Declarations of Interest</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 these declarations didn't preclude full participation in the meeting.		
<b>W/24/01/3</b>	<b>To approve the Minutes of the meeting of the 26 September 2023 and any other matters raised previously not otherwise included in the Agenda</b>	
The minutes of the meeting held 26 September 2023 were agreed as a true record.		
<b>W/24/01/4</b>	<b>To Review Rolling Action Log</b>	
<p>The rolling log was reviewed.</p> <p>W/23/09/5 – Governor visits were to be developed through the governor engagement programme discussed at the away day. This would pick up the Maths and English triangulation.</p> <p>Governors noted that engagement with maths and English was still an issue and questioned how this was to be addressed in the government's proposed Advanced British Standard and suggested that the teaching of maths and English at schools needed to be addressed. This was a government policy decision as the UK didn't compare well internationally in relation to PISA returns. The Deputy Principal commented that students needed to see the relevance of maths and English to their life and careers in order to help improve engagement.</p> <p>W/23/06/5.4 - The Deputy Principal advised that the 'application to conversion' data report was still being developed by MIS.</p> <p>W/23/09/5 – The Strategic Employer Group was discussed and it was agreed that the Chair would be added to the group to help provide the link to the College's governance.</p>		
<b>W/24/01/5</b>	<b>Curriculum Growth and Development Report</b>	
<b>W/24/01/5.1</b>	<b>Adult Prospectus</b>	
The Deputy Principal presented the update and advised that the KPIs needed to be revised to ensure they provided the required oversight. Risks included retention and		

attrition which was higher than anticipated at 6 per cent, and the lower than forecast apprenticeship recruitment. The reasons for the higher than expected attrition were not yet known.

Governors challenged why the reasons for attrition were not known. They commented that this cohort have complex issues post Covid and there has been a cultural shift from both students and parents/carers to education. The Deputy Chief Executive advised that some students swapped course(s) before leaving the College completely so this needed to be tracked in the reporting and this and other data was not yet available but was currently being worked on.

The Director of Governance advised that retention and attrition was an area for the Quality Committee to review, and Governors had asked for benchmarking data to help understand the College's position locally and nationally. This could also be discussed in the student conferences that Unloc were to facilitate.

Governors commented that this Committee needed to ensure that the curriculum offer met needs and was attractive to both recruit and retain students. The College's information and guidance needed to and review those in danger of dropping out.

Governors raised concerns that the apprenticeship recruitment had again not met forecast and challenged if the provision was cost effective. The Deputy Principal advised that the forecast was now a realistic one. Apprenticeships were a key local need but there had been reduction in some firms taking apprentices due to the downturn in the housing market. The Deputy Chief Executive advised that the Finance and General Purposes Committee were to review the financial return of all provision.

The Deputy Principal updated the committee on curriculum planning. The curriculum had been widened to help ensure that the College was inclusive. This included pre courses where students did not have the requisite qualifications, with additional L2 'Navigate to A levels' groups, additional L1 (and below) 'CONNECT' courses and L3 T levels.

Governors congratulated the College on the Adult Prospectus and discussed the implications of devolution on the Adult offer. The Deputy Principal updated the Committee on Norfolk and Suffolk's devolution approach. There was a challenge for the Counties to administer and a risk that they would retain funds for administration and for their own offer. It was important that the College worked closely with the Counties and also delivered on its current offer. There had been assurance that there would be no change in the first years as long as the College delivered.

Governors challenged why the costs to adults were not included in the marketing. The Deputy Principal advised that this was due to the financial cost being dependent on personal circumstances and prior learning.

Governors commented that the Adult Budget should be a skills based one, and not used for hobby type courses. It was a concern that the Counties were looking to top slice the budget given the financial constraints the Counties were under. There was also a risk of restriction on delivery and an administrative burden if the funds were postcode based with no flexibility. It was important that the College was at the centre of these discussions with both officers, councillors, leaders and Chief Executives and that the Adult offer was also linked to other agendas such as regeneration. The Deputy Principal assured the Committee that the College was at the centre of these discussions.

The Deputy Chief Executive advised that the Sizewell Consortium was looking to lobby for special AEB funds for the skills base needed for its development.

The Deputy Principal updated the Committee on the provisional plans for an Adult learning centre at Lowestoft campus. This would be based in the old maritime centre and

	<p>look to upskill adults through intensive courses similar to the Boot Camp model which was working well at the College.</p> <p><b>Governors agreed the following action:</b></p> <ul style="list-style-type: none"> <li>• <b>Quality committee to review retention and attrition at their next meeting, including available local and national benchmarking data.</b></li> <li>• <b>College research group to consider retention as a research topic.</b></li> <li>• <b>Curriculum Development and Growth Committee to monitor the delivery of planned adult provision in light of the devolution of the Adult Education Budget and the critical importance of delivering what is planned.</b></li> <li>• <b>Curriculum Development and Growth Committee to continue to track apprenticeship recruitment targets, ensuring meeting targets are focused on in year.</b></li> <li>• <b>Finance and General Purposes to assess the integration of curriculum planning with financial and estates planning.</b></li> <li>• <b>Finance and General Purposes to review the financial sustainability of the College's provision</b></li> </ul>	<p>PP PL/PP  JB/PL  JB  UR  UR</p>
<p><b>W/24/01/5.2</b></p>	<p><b>Presentation on Integrated Curriculum Planning</b></p>	
	<p>The Deputy Chief Executive gave a presentation on the Integrated Curriculum Planning and advised that this had been developed with the Further Education Commissioner's team. The starting point was the Board's strategic objectives and these had been RAG rated to show progress and highlight the objectives that would not be met. These objectives had been set pre Covid and needed review. Even though the College had not met all of the objectives it had become more efficient and developed.</p> <p>The Deputy Chief Executive advised that an overview of the process was:</p> <ul style="list-style-type: none"> <li>• Detail Curriculum Plan Developed</li> <li>• Employer endorsement and validation of plan</li> <li>• Fully costed curriculum plan with Income and cost developed</li> <li>• Curriculum plan and Budgets agreed with Curriculum managers</li> <li>• Departmental contributions agreed</li> <li>• Final Costed Curriculum Plan presented to governors.</li> </ul> <p>The Deputy Principal advised that the College was following best practise regarding curriculum planning. The revised timeline is challenging for curriculum managers, with the timeline heavily dictated by the calendar for financial budgeting. The College should consider a new planning tool to streamline the process as the current curriculum planning activity is currently a manual process with a large administrative requirement.</p> <p>Governors discussed the objectives that were set in the Strategic Plan 2020-2030 and agreed that these needed to be reviewed and a shorter 3-5 year plan developed. The objectives needed to be evidenced based and ambitious but not unachievable. This review needed to include development with the College's strategic partners such as University of Suffolk.</p> <p>Governors challenged if the curriculum plan had considered the redevelopment of Great Yarmouth Campus and the effect this would have on recruitment both whilst it was being developed and when it opened. The Deputy Chief Executive advised that disruption to</p>	

	<p>students during the build would be kept to a minimum, with a complete rebuild minimising the disruption risk and new curriculum would need to be developed for the new building.</p> <p>Governors discussed the curriculum and financial planning and how not all courses met the target contribution rate. The Deputy Chief Executive advised that 'loss making' provision was provided for instance where there was a community need. The College was able to track back to individual classes and their contribution.</p> <p>Governors commented that there needed to be a conscious decision to continue with provision that was 'loss making' and it was noted that Finance and General Purposes were to review the financial position of the provision.</p> <p>Governors challenged if provision could be provided in year that was not in the plan. The Deputy Chief Executive advised that in year a business case can be made for new provision.</p> <p>Governors challenged if AI and its impact was being considered in the curriculum planning. The Deputy Chief Executive advised that AI would help support the back office and would need to be considered as part of capital investment. The Deputy Principal advised that teachers were finding it useful for developing curriculum and staff development on it was planned.</p>	
<b>W/24/01/6</b>	<b>To Review the Risk Register</b>	
	<ol style="list-style-type: none"> <li>1. Has the risk register been reviewed <ul style="list-style-type: none"> <li>• Yes, January 2024.</li> <li>• Need to review the T level risks, and curriculum reform to ensure that the register fully reflects the risks to the College.</li> </ul> </li> <li>2. Is the Committee content that the risks are relevant and are being updated <ul style="list-style-type: none"> <li>• Yes, and the summary report set out the changes.</li> </ul> </li> <li>3. Is the Committee content that the risks are being mitigated <ul style="list-style-type: none"> <li>• Mitigations added relating to the strengthening of the HE offer with additional courses and the opening of The Place in Great Yarmouth in September 2024. There was the concern about the rate of return on The Place and this would need to be carefully monitored.</li> </ul> </li> <li>4. Where a red risk is the Committee assured that appropriate action is being taken <ul style="list-style-type: none"> <li>• Failure to develop a curriculum for adult learners which meets stakeholder needs and Failure to deliver a curriculum in the community focussing on skills and economic success which meets stakeholder needs were red variance from risk appetite and needed to be further developed. A matrix was used to identify and engage with stakeholders</li> </ul> </li> <li>5. Where does the Committee have significant concerns <ul style="list-style-type: none"> <li>• L6FC and apprenticeship recruitment.</li> </ul> </li> </ol>	
<b>W/24/01/7</b>	<b>Skills and Employer Partnership Strategy 2023-26</b>	
	<p>The Deputy Principal advised that the Strategy had been reviewed to act as an overarching skills strategy and a strengthened focus on skills development. At the SAR the College had assessed its college's skills contribution as reasonable as not enough impact from employers on curriculum planning could be demonstrated. This was being further developed through curriculum planning.</p> <p><b>Governors agreed the following action:</b></p> <ul style="list-style-type: none"> <li>• <b>Chair of Curriculum Growth and Development to be a member of the Strategic Panel.</b></li> </ul>	<b>PL</b>

<ul style="list-style-type: none"> <li>• <b>Governor walkthroughs to discuss stakeholder engagement in curriculum planning.</b></li> </ul> <p><b>The Committee resolved to:</b></p> <ul style="list-style-type: none"> <li>• <b>approve the Skills and Employer Partnership Strategy 2023-26.</b></li> </ul>		<b>WS</b>
<b>W/24/01/8</b>	<b>Agenda Planning</b>	
Unloc student conference on curriculum planning Benchmarking data and KPIs Great Yarmouth developments impact on curriculum planning		
<b>W/24/01/9</b>	<b>Review of Meeting</b>	
<ol style="list-style-type: none"> <li>1. Confidential Items: None</li> <li>2. Were learners prominent in discussions: Yes, through the discussions and impact of developments</li> <li>3. Risk Management: Yes, as set out in the minutes.</li> <li>4. Health and Safety: Yes, redevelopment.</li> <li>5. Equality and Diversity: Inclusiveness of offer</li> <li>6. Sustainability: Redevelopments</li> <li>7. Media: Case studies, marketing and redevelopment</li> <li>8. How did the meeting go: good relaxed discussion</li> </ol>		