

Item 4

Final Minute: Curriculum and Student Affairs and Outcomes Committee (CSAO)

12.30 pm 25 February 2019 Boardroom Cumbernauld Campus

Present: Dave Winning (Chair,) Jean Carratt, Martin McGuire, Stewart McKillop, Liz Newlands, David Penman

In attendance: Angus Allan, Ann Baxter, Brian Gilchrist, Rose Harkness, Carolyn Laird, Derek Smeall, Diane McGill, Penny Neish

Andrew Brawley, Education Scotland gave a presentation on the 2017-18 Evaluative Report and Enhancement Plan for NCL following the CSAO meeting. See Appendix 1 to the minute.

1. Chair's welcome

1.1 Dave Winning welcomed everyone to this meeting of the CSAO Committee.

2. Apologies

There was an apology from Keith Fulton.

3. Declarations of Interest

There were no declarations of interest.

4. Minute of the CSAO meeting on 12 November 2018

4.1 In response to a query re the replacement on the CSAO for Matthew O'Hare, the Committee was advised that a Board recruitment process was currently in place and that once this had been completed a new committee member would be appointed.

4.2 STEM Update: Martin McGuire advised that there was to be a meeting of the Lanarkshire STEM Group the following day and that the Minister for Further Education, Higher Education and Science launched the first annual STEM report on 7 February at NCL Coatbridge where he met staff and students. It was a very successful event.

4.3 CITB update: Stewart McKillop said that following discussions with the sector on the issue of proposed increased costs to colleges in relation to changes in the way assessments should be carried out, the sector had sought from SQA a delay in the implementation of the new process. SQA had declined this request. Colleges therefore had opted to sign one-year contracts only, from which they can withdraw by giving 3 months' notice. There are on-going discussions with CITB to resolve this unsatisfactory position, and some colleges have stated that they may withdraw.

Other colleges have taken the route of becoming managing agents rather than contract with CITB and are assessing the impact before making further commitment. Stewart McKillop offered to share information on this situation with Martin McGuire as it progresses.

Although Colleges Scotland had recommended accepting CITB's new terms colleges continue to seek other solutions.

5. Equality Reports

5.1 Equality and Diversity Logo Competition Brian Gilchrist said that the competition had been won by an HND Art and Design student and that this new logo would feature on all the College's equality and diversity related publications.

5.2 Equality and Diversity CPD Training Brian Gilchrist advised that external training is increasingly costly and therefore this training is now being delivered for staff in house. 250 staff across all campuses signed up for the training in January 2019 and that good feedback has been received. The College now publishes an Equality and Diversity Dashboard which provides an easy-read summary of these activities. This will be published quarterly and made widely available.

5.3 Marketing Dashboard Brian Gilchrist drew members' attention to the reference to Information Evenings on the Dashboard which had taken place in January across the three main campuses. Due to bringing forward the publication of prospectus information and the launch of the August 2019 course application process, the college was able to promote both January and August courses through early engagement with prospective students. First indicators are that this is a worthwhile development and there has been a noticeable and positive impact on applications received following this exercise. The Information Evenings will be repeated in June to raise awareness of course places remaining for August 2019.

6. Report from Committees

6.1 SLC Development Committee Minute 6 November 2018

Stewart McKillop highlighted the following from the Minute:

6.1.1 Self-Evaluation and Quality Arrangements: A successful annual *SE Round Robin* event took place at the College Management Team meeting (CMT) on 27th September. Twelve Departmental and Faculty SE reports were submitted for review and feedback during the event. The SE reports for 2017-18 focussed on the 7 QIs under review by Education Scotland (ES) for AY 2017-18.

The Principal stressed the benefits of the Round Robin process. Discussion took place regarding the final grades awarded with members enquiring if the College was happy with these outcomes. The Principal confirmed that detailed discussions had taken place with Mr Brawley and the outcome was extremely satisfactory.

6.1.2 Internal Audit Programme: The 2017-18 internal Audit Programme has been completed. Seven of the eight audits took place. The Responsible Futures internal audit was cancelled due to quality criteria not being made available in advance of the external audit. The findings from all internal audits are reported to the CMT. Discussion took place regarding the internal audit process. Members noted the work and contribution of all staff involved. The Principal stated that one of the many benefits of the process is that the College Audit Team was often harder on the College than external bodies. This very much enhanced performance. A program of internal auditor training has been developed and is underway. The first training session on 10th October focused on evaluative writing. Ten of the thirteen Quality Audit Group (QAG) members attended.

6.1.3 Learner Engagement: Three training sessions have been delivered during October 2018, in partnership with Student Partnership in Quality Scotland (sparqs). A total of 50 class representatives to date have successfully undertaken training. Two further sessions are planned for November 2018. Members applauded this work and the ongoing efforts to ensure the 'student voice' was heard.

6.1.4 Media: Recruitment and associated media campaigns for the Summer 2018 intake continued until late September 2018. The majority of outdoor advertising (both traditional and digital) took place in June, July and August 2018 in the key period immediately prior to the release of SQA exam results, to support messaging from a number of earlier outdoor advertising during April and May 2018. Social

media, web, banner and radio advertising has been in place over the course of the academic session and continued throughout the summer period. Additional outdoor advertising in September and October focused on the students' graduation. Billboards have been displayed around East Kilbride and banner signage has been on display outside the College.

This year for the first time the Graduation had been split into two events due to the numbers of students wishing to graduate. This had proven extremely popular.

6.1.5 Social Media: For the Summer 2018 recruitment campaign, social media posts were tailored to allow us to give precedence to new courses or courses where lower applicant uptake was evident. We focused on thorough, engaging content including video and student testimonials to offer value and interest to students and applicants. Posts where students were able to tag themselves or their network resulted in higher levels of engagement. Many posts had an embedded 'Apply Now' or 'Learn More' message pointing users to the website.

Our Facebook followers continued to grow in number and have increased from 4,500 in October 2017 to 5,500 in October 2018.

Our Instagram followers also continue to increase in number, rising by 250 followers since August 2018. In the week to 21st October, the College's Instagram posts were seen 10,419 times.

6.1.6 College website: The website has been regularly updated with news items featuring good news stories and content-led course specific promotions, all pointing clearly to our 'Apply Now' messaging.

6.1.7 Working Group – Communicating with Students: At the previous meeting of the Committee discussion had taken place in regard to how the College communicated with its prospective and present students. From this dialogue the Committee had delegated that a group be set up to consider and feedback to the members. A short-life Working Group focusing on how the College communicates with current and prospective students has been formed, comprising the Student President and representatives from the Senior Management, Quality, Student Services and Marketing teams. Members welcomed this work and looked forward to receiving the final report.

6.1.8 Student Recruitment: 8,561 applications for academic session 2018-19 were received and processed. Applications for the Faculty of Construction were particularly buoyant, increasing by 12% on the previous year. Applications to Plumbing, Painting & Decorating and Introduction to Construction courses have contributed substantially to the overall increase across the Faculty. In line with the College's Gender Action Plan, we have successfully recruited to capacity for the Women into Painting & Decorating course and SVQ Levels Two and Three in Barbering. Additionally, the College has seen an increase in the number of female students undertaking HN Construction Management and Quantity Surveying programmes.

To-date, 950 applications have been received for January course provision. Additionally, applications for the 2019-20 academic session opened on the 1 October 2018.

6.1.9 Schools: The Principal updated members on the work being done with local schools and the introduction of different pathways to improve accessibility. He stressed that it was important that this provision was tailored. He added that the College was now also working effectively with East Renfrewshire Council to move forward and for the first time South Lanarkshire College would appear in the East Renfrewshire Schools' Options for 2019/20. Options would be available from all three Faculties.

6.2 NCL Update from Committees

Carolyn Laird highlighted the following from the curriculum update report.

6.2.1 Academic Standards Planning and Monitoring Committee 22 November 2018

- The Committee's focus is on those courses with low performing KPIs and what actions/interventions are needed to address the issues. It is imperative that the problems are understood and that a proactive approach is taken including ensuring that staff qualifications are appropriate. The new dashboard system is enabling staff to see where the hotspots are and where action is required such as considering whether the problems are related to the location, the campus, the course itself, or wider than NCL and a cross-sector issue. The Dashboard is providing real time information and highlights positive trends too. With this information it is possible to analyse those successes with a view to replicating them across the curriculum.
- See also paragraph 11 of this note.
- Curriculum planning is more than one year ahead as it takes some time to implement major changes, even to move a subject to a different campus is complex and requires long term planning.

6.2.2 Corporate Parenting Team 30 January 2019

- Prince's Trust: The College has had recent discussions with The Prince's Trust Operations Manager on further opportunities for support for students.
- Working Group update: Care Day was successfully celebrated with good feedback received on the event.
- Who Cares? Scotland: 600 staff at NCL have completed this training, including the SMT. It is hoped that members of the Board will participate.

Action: To arrange for members of The Lanarkshire Board to participate in the Who Cares? Scotland training.

6.2.3 Learning and Teaching Team 23 January 2019

- The team considered the curriculum review, professional standards and project groups.

6.2.4 Learning and Teaching: E-Technology Team 14 January 2019

- The E-Tech Team received very positive feedback from TeachMeet; 55 attended. It was a fast-paced interactive session which was well received. There were representatives from the college, university and school sectors and it is hoped to encourage more from all 3 sectors to attend the next session.

6.2.5 Quality Enhancement and Audit Team 12 November 2018

- MPS (Master Pack System) now on Moodle. A shared approach has been adopted and it is anticipated that audits later in the year will show the MPS becoming fully populated.
- Retention activities: a great deal of time and effort is being invested in all aspects of retention. Early indications are that this has improved in some courses in 2018/19 but not in others where more work needs to be done.

The Committee noted the reports.

7. Awards and achievements

7.1 NCL report

- This paper is published with the CSAO papers on the college website.

- The Committee noted the range of involvement and activity in which the college is engaged including charity events and UK WorldSkills.

7.2 SLC report

- This paper is published on the SLC website. A link to this document is provided on the NCL website.
- The Committee again noted the breadth of activities in which SLC and its students are involved.

8. Students' Association Reports

8.1 SLC SA report

- The SLC Students' Association Report is published on the SLC website. A link is provided on the NCL website with the CSAO's published papers.
- Elizabeth (Liz) Newlands introduced herself as the new SLC Student President and advised that Anne Carroll is the new Vice President. Liz took over in February from Claire Patterson who has left the college and is now on maternity leave.
- Liz highlighted the following:
 - January new starts
 - SLCSA Beanie hats
 - Refreshers 15 and 16 January 2019 (reflect, refocus and refresh event)
 - Healthy Body Healthy Mind Award
 - Go with Flo (stop smoking classes)
 - Big Bang STEM event: 8 students are now STEM Ambassadors
 - Volunteering event 25-27 January 2019
 - Scottish Parliament visit
 - Stand Alone Pledge (in support of students estranged from their family networks)
 - Think Positive event (in support of ending mental health stigma and discrimination)
 - Learning Development Student show
 - Gardeners' Question Time (the college hosted the BBC Radio 4 programme)
 - Student Question Time (where students put questions directly to the College Management Team)
 - LGBTI History Month
 - Upcoming events in March:
 - World Book Day
 - No Smoking Day
 - Comic Relief

8.2 NCL SA report

- The NCL Students' Association Report is published with the CSAO papers on the NCL website.
- David Penman highlighted the following activities:
 - Work placement for the mechanic students at NCL Cumbernauld: a project to get some of year 3 students on work placement. 5 Placements have been found in local garages.
 - Art project: the students' work is displayed in the Den at NCL Cumbernauld. Photography students have shown an interest in having their work displayed there also.

- Food for thought: the SA is working with catering staff on healthier food. The SA hope to introduce information boards on calories and vitamins and involve the Dental faculty to demonstrate the adverse effects of fizzy drinks.
- Swap or Buy? On Coatbridge campus this project is seeking to encourage students to bring in unwanted items of clothing which can be swapped for something another student has offered.
- Fitness Club NCL Coatbridge: to set up a fitness club at NCL Coatbridge.
- LGBTI awareness: events held across all 3 campuses
- First Aid Training: the SA is planning to bring together students from nursing and make-up artistry to put on a demo. They hope to follow this up with scenarios to enable the nursing students to practice their skills.
- Car parking: the SA is in discussion
- with Tesco in Cumbernauld and has the support of local businesses. This is on-going.
- The Den: the refurbishment of this area is encouraging more students to use it and engage more with the SA.

9. ROA Update

Derek Smeall advised that the SFC feedback on the current draft ROA is very positive. He said that areas to concentrate on in the next draft include:

- Intensification
- Students' Association: more transparency and clarity on their contribution
- DYW/STEM activity
- Support for VET (Vocational Education and Training) students
- Support for carers (staff and students), and care-experienced students
- Support for estranged students
- Address gender issues, such as gender-based violence and gender imbalances in subject areas
- STEM Hub development and student ambassadors
- Work experience: establishing a baseline; encouraging employer engagement and their influence on the curriculum.

DS added that the mental health and well-being strategy will be included in the final draft.

There were a couple of requests for the references to 'disabled students' to be replaced with 'students with disability'. Derek Smeall agreed to do this.

There will be a further meeting with the Outcome Manager, Linda McLeod, on 11 March to look at the next draft of the document. The final ROA will go to the Board on 25 March.

Action: DS to make the changes to the text on disability.

10. Evaluative Reports for Education Scotland

10.1 How Good is Our College (HGIOC)

A copy of the final Report had been circulated to members of the Committee for information. Angus Allan referred to points of accuracy he had outlined in email to NCL and requested that these changes be made.

Action: NCL SMT to review the text identified related to The Lanarkshire Board and make changes as appropriate.

11. Progress and Review NCL Business Plan

11.1 Productivity and Curriculum Project Updates

Derek Smeall outlined 3 areas of activity:

- The HGIOC improvement plan
- The Business Plan
- The Dashboard

DS had provided the Committee with a Project Stream Report outlining the Project Stream leads and sponsors (including members of the Board of Management). In that same document he also provided a full list of the project areas currently active.

He commented that he is satisfied that collectively these activities are changing the profile of provision while income and volume remain the same. The College has gained experience in managing its provision and responding quickly to a change in demand when the schools unexpectedly dropped Beauty Therapy as a vocational course. As a consequence, the College will be better prepared in the future for such radical change. A further change in the environment in which the College operates is a new CEO of the CPP who has a different way of working which will require the College to develop even closer working links with SDS and the local authorities.

11.2 Key Performance Indicators Report

DS provided a KPI Review summary:

Table 1:	Credit delivery – showing 98% of the current target
Table 3:	Credit delivery per FTE teaching staff (NCL)
Table 4:	Average class size increase (NCL) – snapshot only, these figures will change
Table 5:	Early withdrawal reduction (NCL) – this has reduced slightly but is stable. While not being quite where college management had anticipated at this stage, the outcomes of the Business Plan will be achieved. The effect of early retention on success rates is well understood and campaigns to improve this are on-going.

11.2.1 KPI Dashboard

DS provided a detailed analysis of KPI data:

- Three-year trends by level and mode of attendance
- In-year KPIs by level and mode of attendance including credit volume
- Learner withdrawal comparison

He advised that Board members could have access to this information via the NCL website. Their NCL email addresses and log-in details can be re-sent to members to help them with access.

In discussion the senior members of staff in attendance at the CSAO meeting commented on the usefulness of this data in helping them to understand where improvements and interventions were required. It has facilitated this debate across the academic teams.

Action: to request Jason Quinn to reissue Board members with their NCL email and log-in details

12. Committee Terms of Reference

The Board Secretary advised that it was time the terms of reference for all of the Board committees to be reviewed and invited comments on the terms of reference for the CSAO. This will be further discussed at the Board on 25 March 2019.

13. Approval of Publication of Committee Papers

The Committee approved the publication of the following:

The Agenda

The Minute of the meeting of the 12th November 2018

Item 6.1

Item 6.2

A link to the SLC website for Item 7.1 the SLC Development Committee minute of 6th November 2018

Item 8.1

Item 9.1

Item 9.2

A link to the NCL website for Item 11.1

14. AOB

Stewart McKillop said that SLC would be asking SFC if it would be possible to vire between FE and HE budgets and would feedback to the CSAO.

Action: Update from Stewart McKillop on SFC response to viring between HE and FE budgets.

15. Date of next meeting:

The date of the next meeting of the CSAO Committee will be on Monday 20 May at 12.30 in the Boardroom at NCL Motherwell.

Appendix 1

Presentation following the CSAO meeting. SLC Board members had left the meeting.

2017-18 Evaluative Report and Enhancement Plan for NCL

Andrew Brawley, Education Scotland, spoke to his presentation. A copy will be on the website with the CSAO Committee papers.

AB said that the NCL report was good. It was one of the clearest received by Education Scotland despite there being no standardised template and to that end, he acknowledged the work of report writers. AB said that in future the College would report against the Business Plan; the next report will be due in October 2020, thus moving to a 2-year cycle to dovetail with the ROA.

The focus for NCL is to make progress against the milestones established in the 2018-2021 Enhancement Plan and to continue with engagement discussions.