



College Oversight Board Meeting

Meeting Date: Friday 14th December 2018

Time: 12-2 pm

Chair: Peter Bathmaker

Room: Principal's Room; Cavell Street

Minute Taker: Asata Forbes-Dacres/Ralph Brown **Signed off by the Chair:** Yes/ No (NP)

Agenda

1. **ATTENDANCE AND APOLOGIES**
2. **WELCOME AND OPENING REMARKS BY THE CHAIR**
3. **REVIEW OF MINUTES OF THE PREVIOUS MEETING – 03RD AUGUST 2018**
4. **MATTERS ARISING FROM THE MINUTES**
5. **STUDENT FEEDBACK**
6. **PRINCIPAL'S REPORT TO COLLEGE OVERSIGHT BOARD**
7. **DIRECTOR'S REPORT**
8. **QUALITY ASSURANCE REPORT**
9. **HR STRATEGY REPORT**
10. **ITEMS FOR CONSIDERATION**
11. **STUDENT ENGAGEMENT REPORT**
12. **HIGHER EDUCATION REPORT**
13. **TO RECEIVE FOR INFORMATION ONLY**
14. **RECOMMENDATIONS FOR BOD**
15. **ANY OTHER BUSINESS (PREVIOUSLY NOTIFIED TO THE SECRETARY)**
16. **DATE AND TIME OF NEXT MEETING**
17. **FINAL ACTION POINTS**

1. Attendance and Apologies

Name	Position
Peter Bathmaker (PB)	Chair
Dr. Nick Papé (NP)	Principal
Frank Haddleton (FH)	Non-Executive Member
Rahaman Hasan (RH)	Head of Programmes and Academic Monitoring
David Bonner (DB)	Non-Executive Member
Tim Priestman (TP)	Head of Student Engagement
Shaima Preethi (SP)	Student Representative
Nazim Uddin (NU)	Interim Head of Quality Assurance, Enhancement and Compliance
Ralph Brown (RB)	Registrar (Minute Taker)
MWI Oli (MO)	Director of Studies
Neil Pearce (NP)	Non-Executive Member
Graham Morrell (GM)	Non-Executive Member (Observer)
Asata Forbes-Dacres (AFD)	Executive Assistant (Minute Taker)
Apologies for Absence	
Lesley Cave (LC)	Non-Executive Member
Syed Murshed (SM)	Director of Monitoring & IT
Masud Khan (MK)	Director of Accounts & Finance

2. Welcome and Opening Remarks by the Chair

2.1. PB welcomed all members present and noted the apologies received.

3. Review of Minutes of the previous meeting – 03rd August 2018

3.1. The minutes of the previous meeting were approved as an accurate record.

4. Matters arising from the minutes

4.1. The actions arising from the minutes of the last meeting were discussed and the status updates are noted in the table below.

Number	Action	Responsible	Status
1	Members to provide feedback on the strategic intent via email to RB for consideration.	All Members	Done
2	Principal to amend strategic documents and to seek approval through established College processes and inform progress to the next COB meeting.	NP	Done
3	To review the past agendas of the COB in order to circulate them to members of the Board so that members can identify any gaps that need to be addressed.	RB	Closed

4	To circulate to members of the COB the most up to date version of the COB ToR.	RB	Done
5	To meet to discuss the recommendations that have been highlighted under the COB ToR	PB/NP	Done

4.2. Some detailed discussion on the above actions is shown below;

Action 1: RB confirmed that he had received feedback from NEMs and this has been provided to Board Members (06.3.1) to refer to when discussing the revised LCC Strategy and Enhancement Statement under agenda item 6.3. He also advised that this feedback was provided to the Principal and his consideration.

Action 2: NP stated that he had worked with PB on the strategic document and he confirmed that it has indeed been approved through established College processes.

Action 3: RB confirmed that he has reviewed past COB agendas and referred to them when constructing the agenda for this meeting to ensure that it complies with the ToR. He confirmed that he did not find any gaps that would need to be addressed. He stated that this meeting's agenda will provide a template/reference for future agendas although inevitable changes will be made as deemed necessary. The Board were satisfied that this action is suitably addressed and that it may be closed.

5. Student Feedback

5.1. SP reported that further to her report to the recent Academic Board Meeting on 20th November 2018 there are no additional matters to raise. There are actions emerging from her report which are being addressed and in due course will be reported to the COB. The minutes of that meeting have been provided to COB members (16.6) for their information and this was noted by members present. The main point raised at Academic Board concerned timetabling issues whereby they have tended to change from one term to another and this has caused students problems with arranging a balance between studying and other needs. Measures are being taken to address this problem and we hope that this can be confirmed as resolved at a future COB.

5.2 SP stated that she had reported to the Academic Board on 20th November on the matter of what advice and guidance the College can provide to students wishing to progress to Level 6 study now that the previously established progression opportunity to L6 with UoB no longer exists. She stated that students are being required to make UCAS applications to other Institutions and that some are experiencing difficulties in doing this. She suggested that the College could consider a seminar to cover the aspects of how to submit a UCAS application. The Board acknowledged that assistance should be provided to students and noted that the UCAS deadline is 15th February 2019 and therefore speedy action is required. It was noted that there is already an action arising from the Academic Board of 20th November and the inclusion of a seminar to cover UCAS applications could be incorporated as a means of addressing it.

As a further measure, RH stated that he will contact local providers to discuss how they may help facilitate progression for the current cohort of completing students to L6. NP stated that enabling progression is a distinguishing feature of the College Strategy and Enhancement Statement 2019-2022.

Action 1: RH will contact local providers to discuss Level 6 progression possibilities for students currently completing L5 programmes at LCC.

6. Principal's Report to College Oversight Board

6.1 Governance Structure & Booklet

- 6.1.1 NP noted that the booklet titled 'Handbook for Senior Executives and Non-Executives of London Churchill College' had previously been posted to all NEMs of the COB and new copies were tabled for their reference. NP confirmed that the 'London Churchill College Governance Chart' shown on page 11, has been discussed by various Boards and Committees and is now approved by the Board of Directors. NP invited comment from members present.
- 6.1.2 FH asked for clarification of what Boards and Committees students attend. NP stated that students are invited to Student Engagement Group, Programme Committee Meetings, Academic Board and College Oversight Board.
- 6.1.3 PB commented that the PEG minutes shows in great detail the items that are addressed during the discussions at each meeting.
- 6.1.4 NP stated that any NEM who wishes to attend any of our other Boards or Committees – such as PEG; QESC or Academic Board - are welcome to do so. Attendance can be arranged through Skype if members cannot physically be present. RB agreed that he will notify all NEMs of forthcoming meetings to include them in any invitations in future.

Action 2: RB to include NEMs in invitations to all future LCC Boards and Committee Meetings to give them the opportunity to attend.

- 6.1.5 NP asked that the specialisms shown in his profile on page 5 are updated in future editions as it is not accurate.

6.2 Organogram

Please refer to tabled document 06.2. The organogram is also shown in page 12 of the Handbook.

- 6.2.1 NP stated that the organogram is a dynamic working document as it is under constant review. The current working version is no 10.9. FH suggested that this document should not be available in the public domain simply because of the continuous changes that it is subjected to.

6.3 LCC Strategy and Enhancement Statement

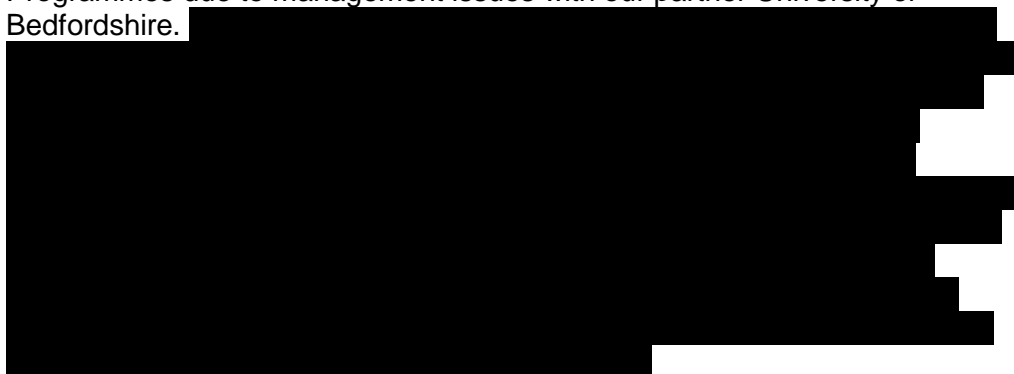
Please refer to tabled items 06.3 and 06.3.1. Also refer to tabled document 'Strategy and Enhancement Statement 2019-2022'.

- 6.3.1 NP reminded members of the planned 'Strategic' COB on 1st February 2019. He stated that the tabled 'Strategy and Enhancement Statement, 2018-2018 is still in draft form.

- 6.3.2 PB stated that it might be helpful to outline the College's strategic intentions as these could form a framework for the strategic key areas for the College in the future. He confirmed that feedback received by the Registrar (see 06.3.1) has been incorporated into the document and he thanked members for their input.
- 6.3.3 NP stated that any further comments or feedback can be made at the planned 'Strategic' COB on 1st February 2019.
- 6.3.4 NU stated that he fully endorses this document and that it highlights the Colleges aims and expectations and that these are in keeping with the UK Quality Code.
- 6.3.5 FH commented that there is a real benefit to staff feeling some ownership so that objectives mean something to them. NP stated that consultations with stakeholders are always incorporated in any governance or operational documents that are produced by the College.
- 6.3.6 It was noted that tabled document version 1.5 seems to have a broader strategic scope than the document provided in the pack v 2.2. It was also noted that v1.5 covers period 2019-2022 whereas v2.2 covers period 2018-2028. It was noted that clarity can be expected in the 'Strategic' COB next February.

6.4 DfE SNC reduction

- 6.4.1 NP confirmed that the College has ceased its delivery of Foundation Programmes due to management issues with our partner University of Bedfordshire.

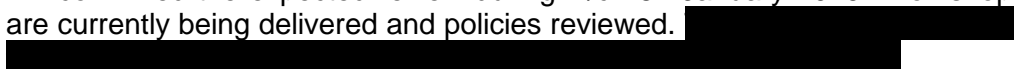


6.5 OfS Update

- 6.5.1 NP confirmed that we have made our application for registration for 2019/20 and we are waiting to hear from them.
- 6.5.2 NU stated that so far we have not received any queries from the OfS
- 6.5.3 NP asked if we continue to identify and investigate risks during the period that we are waiting for their response. NP confirmed that the College has taken steps to mitigate against this.
- 6.5.4 PB asked what the impact on gaining TDAP might be? NP stated that gaining TDAP is not in our plans right now but that it could possibly be gained through the work we do with Pearson.

6.6 QAA Update

- 6.6.1 NP confirmed the expected review during w/c 28th January 2019. Workshops are currently being delivered and policies reviewed.



6.7 HESA

- 6.7.1 There was no discussion under this item.

6.8 NSS

- 6.8.1 The College achieved an excellent overall NSS score of 92.35% student satisfaction. Members present extended their congratulations on this remarkable result.

6.9 Recruitment

- 6.9.1 The College is in the process of recruiting for all vacancies but it is not easy to get the right person for the job. NP asked if anyone has any useful contacts to please let him know. NP agreed that all NEMs should be notified of all vacancies that arise.


6.10 KPI Report

- 6.10.1 NP referred members to document O6 which was previously made available to members. He noted that attendance figures remain similar compared to previous years but there is an increase in retention rates and in pass rates by 17%. It was noted that retention rates could be further improved with stable timetables which are planned.

6.11 UoB Update

- 6.11.1 NP confirmed that the College has now exited its relationship with the University of Bedfordshire.

7 Director's Report

- 7.1 NU provided an oral report on College finances and the KPI and bonus structure that has been implemented. 

- 7.2 NU reported the College has substantial reserves to with stand the affects of non-designation by OfS.

- 7.3 The introduction of KPI's was always intended as a way of making staff more accountable for their own performance. It is producing results which are overall beneficial.

- 7.4 The College for the first time allocated a budget for all Departments. This was introduced last year and if it is successful, more funds may be delegated to Department Heads to allow for responsibility to be backed up with authority.

- 7.5 The College has applied for designation to run courses from both Cavell St and Barclay Hall campuses. We have received Pearson approval and we continue to liaise with the DfE on this.

- 7.6 NU stated that he recently attended an OfS Workshop and he found that the College could not be approved for TDAP but it was made clear that we can apply for DAP. Once we pass the QAA Review it is the College's intention to make an application for DAP in 2020.

- 7.7 

[REDACTED]

7.8 NU stated that it would be interesting to compare turnover and profits of other Alternative Providers to see how the College is doing comparison wise.

7.9 [REDACTED]

8 Quality Assurance Report

- 8.1 NU confirmed that he is acting as the Interim Head of Quality Assurance, Enhancement and Compliance. He stated that the College has made huge progress on policies but there have been issues over embedding some with the Programme Design and Development procedures being a case in point. Another identified weakness has been with Marketing and Recruitment. The College is producing an operational manual for Admissions and Recruitment. This is a comprehensive document produced because we have noticed that some of our staff do not have the capability to deliver what the College envisioned. We need a Marketing Manager to make more improvements and the Marketing budget is not owned by the Department.
- 8.2 NU tabled a listing showing changes needed to existing programmes and new proposed programmes and the appropriate policy to follow in order to manage this. Nearly all changes are imposed on the College due to Pearson review of programme specifications but the College must keep abreast of exactly what action to take for the full range from subtle to new proposals.
- 8.3 In relation to policy embeddedness, Directors have begun arranging mini reviews with meetings on a weekly basis with Department Heads and their teams. In these reviews the Directors form a panel and they question teams on areas of specialism in relation to the UKQC.
- 8.4 There is a further weakness in the area of HR as the College currently does not have a HR practitioner. An advert was placed some months ago and many CVs were received. Interviews were conducted but an appointment has not yet been made.
- 8.5 NU explained that after each Departmental meeting, the Panel provides feedback to teams and encourages self-reflection. These meetings have added benefit of preparing more staff than would be expected to attend a QAA review as that helps build a broad spread of knowledge, ownership, support back-up and is beneficial to career progression.

9 HR Strategy Report

- 9.1 NP explained that the organogram helps staff to see the grading structure and therefore a clear pay structure. This should assist those with aspirations to progress in the organisation and aids overall clarity and transparency. The College recognises and benefits from experienced staff members who are nearing the end of their careers as well as from those who are keen to develop a career.

10 Items for Consideration

10.1 COB ToR

10.1.1 Please refer to item 10.1.

NP stated that the COB ToR was approved by the BOD on behalf of the COB and is provided to the Board for their information. GM pointed out that there are some areas needing particular scrutiny such as that of corporate risk assessment. He asked whether NEMs will have any opportunity to reflect on this ToR and provide any response or is this a 'tick box' exercise. PB stated that less of a detailed scrutiny approach is needed as it is more looking at the overall sense of risk management and governance arrangements as the COB is not an audit Committee. NP agree that the College would be remiss if it did not provide the information needed to address governance issues and we should continue the current practice of the COB to consider pertinent documents received prior to any meeting. DB stated that NEMs still need to know what level of scrutiny they must give to documents received. NU clarified that in many cases, the COB does not need to carry out the scrutiny themselves as this can be done by other people. The College Risk Register is normally available from the spring term and RB agreed to provide all NEMs with a copy of the current Risk Register.

10.1.2 It was noted however that further clarity over the words *Judicious* in section 2.1 and *scrutinise* in section 2.6 should be provided and NP agreed to seek clarity over this. It was also noted that in sections 4.1, 4.3 and 5, there should be no apostrophe in KPIs.

Action 3: NP to seek clarity over the words *judicious* and *scrutinise* in sections 2.1 and 2.6 of the COB ToR respectively

Action 4: RB to provide all NEMs with a copy of the current College Risk Register

10.2 Student Recruitment in 2018/19

RH stated that the September 2018 intake was 47 students but that this has now decreased to 39 registered students. In January 2019, the target is 239 for HND Business and Small Entrepreneurship to be delivered at Barclay Hall. NU stated that the College will cease to recruit students to Whitechapel campus and will focus on Barclay Hall and then Barking from the summer term 2019.

11 Student Engagement Report

11.1 Please refer to document 011.

11.2 TP stated that his report also covers 'Employability' and is titled 'Student Engagement & Employability Report'.

11.3 TP stated an intention to involve students in meetings and give them experience of interacting with externals to help develop confidence and equip them for work experience. We also offer CV writing classes and our Student Engagement Group (SEG) meets twice a term and scrutinises retention rates. Overall,

students are responsible for finding their own Work Experience, but we provide assistance wherever possible through our industry links.

- 11.4 RB observed that there is little reference to Student Representatives per se and what any role they might have is. He noted the only references are under section 7 and section 11 respectively. NP requested that TP provide further information for the next (full) COB on how student representatives are elected, what is expected of them and how they are involved in assisting with Student Engagement and Employability. TP stated that this detail can be provided in the Student Representatives Handbook and he agreed to provide this to the next COB.
- 11.5 This report was well received by the Board and TP was thanked for the level of detail he provided.

Action 5: TP to provide COB with the Student Representatives Handbook outlining how they will be involved with student engagement and employability activities.

12 Higher Education Report

Please refer to the Head of Programmes and Academic Monitoring (HoPAM) Report, item 012.

- 12.1 RH stated that the Graduation Ceremony on 12th December was a successful event and went smoothly.
- 12.2 RH stated that there are about 160 students who are being considered for Progression to year 2. The Assessment and Progression Board is due to take place on 4th January and they will be communicated with immediately afterwards.
- 12.3 The KPI data on Progression covered the summer 2018 progression point with 105 students being progressed to year 2. RB stated that new stricter Pearson Progression regulations may result in a dip in overall Progression rates but this should not be seen as a negative KPI as it is not indicative of a decrease in delivery standards.
- 12.4 RH displayed the Colleges **Consolidated Action Plan** from a projector on the wall and invited members to view it. He stated that overall, there are 74 actions arising from various audits, reviews, reports and visits and they have all been categorised in accordance with UKQC and target dates set. There is also a column for additional notes. The QAA have asked to receive this document as part of our document submission for the review.

13 To Receive for Information Only

13.1 Academic Board Minutes of 20/11/2018

This was noted as received by members (refer to item 13.1).

13.2 PEG Minutes of 06/11/2018

This was noted as received by members (refer to item 13.2)

13.3 QESC Minutes of 30/10/2018

This was noted as received by members (refer to item 13.3)

14 Recommendations for BoD

- 14.1 NP to clear with the BOD that they agree the College to conduct research of local Universities to establish the requirements of students needing to make UCAS applications to Level 6 Programmes run outside the College.

Action 6: NP to clear with the BOD that they agree the College to conduct research of local Universities to establish the requirements of students needing to make UCAS applications to Level 6 Programmes run outside the College.

15 Any Other Business (Previously notified to the Secretary)

15.1 Curriculum Review

RB stated that he believed that the time is right for the College to consider other modes of delivery, such as evenings, Saturdays, block release, online, sandwich etc and perhaps a 'Curriculum Review' could establish the feasibility of this. Members acknowledged this suggestion but agreed that this is an operational decision which they can be appraised of.

16 Date and time of Next Meeting

The next meeting of the 'Strategy' College Oversight Board will take place at the Barclay Hall campus at 12 noon on Friday 1st February 2019. The next due full meeting of the COB will take place on Friday 12th April 2019 at 12noon at Cavell Street.

17 Final Action Points

Final Action Points	Who	Deadline
Action 1: To contact local providers to discuss Level 6 progression possibilities for students currently completing L5 programmes at LCC.	RH	March 2019.
Action 2: To include NEMs in invitations to all future LCC Boards and Committee Meetings to give them the opportunity to attend.	RB	Continuing Action
Action 3: NP to seek clarity over the words <i>judicious and scrutinise</i> in sections 2.1 and 2.6 of the COB ToR respectively	NP	March 2019
Action 4: RB to provide all NEMs with a copy of the current College Risk Register	RB	March 2019

Action 5: To provide COB with the Student Representatives Handbook outlining how they will be involved with student engagement and employability activities.	TP	March 2019.
Action 6: To clear with the BOD that they agree the College to conduct research of local Universities to establish the requirements of students needing to make UCAS applications to Level 6 Programmes run outside the College.	NP	March 2019.

Meeting Closed