



## College Oversight Board Meeting Minutes

Meeting Date:	Thursday 18 June 2020	Time:	2.00 pm – 5.00 pm
Chair of the Meeting:	Professor David Bonner	Venue:	Online (GD Hangout)
Secretary to Board:	Dr Abdur Rahim	Signed off:	Yes
Minute taker:	Dr Abdur Rahim		

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## 1. Introduction

1.1. DB welcomed and thanked members for their attendance via online GD Hangout.

## 2. Attendance and Apologies

Name	Job title
Professor David Bonner (DB)	Non-Executive Board Member (Chair)
Graham Morrell (GM)	Non-Executive Board Member (Vice Chair)
Stephen Hyde (SH)	Non-Executive Board Member
Gerry Takamura (GT)	Non-Executive Board Member
Dr Frank Haddleton (FH)	Non-Executive Board Member
Neil Pearce (NPe)	Non-Executive Board Member
Rahaman Hasan (RH)	Head of Programmes and Academic Monitoring / Interim Head of Student Engagement
Nazim Uddin (NU)	Company Secretary
MW Oli (MO)	Director of Studies
Dr Nick Papé (NP)	Principal
Dr Abdur Rahim (AR)	Registrar
Maksim Alam (MA)	Senior Quality Assurance Officer
<b>Apologies</b>	
No apologies received	

## 3. Review of Previous Meeting Minutes (23<sup>rd</sup> April 2020)

3.1. The minutes were approved as an accurate record subject to removal of the word 'grammatical' in section 12.3.1.

3.2. Matters arising from the Minutes

No.	Final Recommendations	Date Recommendation Initiated	Status
	5.8: recommend to BoD the ARRC submits reports and/or Meeting Minutes to COB, for oversight.	23/04/2020	Completed
	7.8: NP to discuss with PEG inclusion of a truer representation of College students' ethnicity on the website.	23/04/2020	Completed
	7.10: An explanatory note in all relevant documents be included to clarify the definition of Pass rate	23/04/2020	Completed
	12.1.2: The removal of any duplications between the three Risk Registers.	23/04/2020	Completed



	12.3.1: Quality Assurance reviews the Strategy and Enhancement Statement and correct any errors	23/04/2020	Completed
	12.4.1: To review the VfM and clarify the metrics	23/04/2020	Completed
	14.1: The College's OfS Action Plan be sent to the COB Chair	23/04/2020	Completed

#### 4. Items for Consideration

- 4.1. Following the previous meeting, it was apparent that the College would benefit from some support in two important areas: (i) the Strategy and Enhancement Statement (ii) Risk Management. DB presented paper 3.3 – ‘Review of Strategy and Risk Management’ - summarising work undertaken by DB, GM and SH in discussion with NU and NP to review these areas and making a number of recommendations.
- 4.2. In response, NP had produced a new draft of the LCC Strategy Framework. This is presented as Paper 8.1. In discussion it was recommended that this new draft Strategy Framework should be revised to take into account the following:
- a) The need to insert a sentence in the introduction to describe the College as a private, for-profit institution;
  - b) Review the wording of 6.2.4 and 6.2.5 to indicate the types of ventures the College will engage in, and for 6.2.4 to replace the word ‘consider’ with firmer wording;
  - c) The Key Metrics 6.3.1 and 6.3.2 as worded are not metrics but actions;
  - d) There appear not to be metrics to cover Objectives 6.2.4 and 6.2.5;
  - e) In Metric 6.3.4 the word ‘modest’ needs to be defined to make it measurable;
  - f) Key Objectives 7.2.3 and 7.2.4 appear not to be measured;
  - g) Strategic Aim 8.1 contains an objective (‘including making the educational delivery ...etc’);
  - h) Key objectives 8.2.3 and 8.2.4 are not measured;
  - i) Key Metrics 9.3.1, 9.3.2, and 9.3.3 should be reconsidered since it is not clear how they would work as measures;
- 4.3. The BoD had produced a new Risk Management Framework in response to the Review paper, but this had not been included in the documentation for this meeting. DB informed members of the significant progress that had been made although there were still some recommendations from the Review to be addressed;
- 4.4. **Recommendation to the BoD:** The draft Strategy Framework should be amended to take into account the comments raised on (4.2).
- 4.5. **Recommendation to the BoD:** The remaining issues on Risk Management requiring action (see paper 3.3) should be addressed. These are: (i) the need to review the apparent duplication between the Academic and Corporate risk registers, (ii) the need to include an explicit statement on Risk Appetite; (iii) amend the ToR of COB and ARRC to clarify their respective roles in the oversight of Risk Management.
- 4.6. **Recommendation to the BoD:** That the current risk registers be formulated according to the new template as soon as possible.



## **5. Principal's Report**

5.1. Received and noted:

5.1.1. Principal's written report

### **5.2. Key points:**

- 5.2.1. NP confirmed that the College has formed the Covid-19 Action Working Party (CAW), meeting on a weekly basis, to oversee operational steps the College is taking to mitigate the impact of the pandemic;
- 5.2.2. Both physical campuses (WC and BH) were closed to staff and students on 25 March 2020 and will reopen in accordance with government guidelines but not earlier than 01 September 2020;
- 5.2.3. All staff are working from home until further notice;
- 5.2.4. All staff are communicating via email; all meetings are conducted via Google Drive 'Hangouts';
- 5.2.5. The Academic Department is currently delivering courses online supported by the IT Department; there is a high prevalence of satisfaction from both staff and students;
- 5.2.6. The College continues to focus resources on a number of internal and external audits;
- 5.2.7. These Audits support our application for Registration with OfS; the OfS decision was originally expected by end December 2019 but with changes in QSR procedures this is not now expected until end June 2020 at the earliest;
- 5.2.8. The final QSR report from QAA has been concluded and submitted to OfS on 27 April 2020, as part of the information needed for the registration decision. LCC has responded to concerns advised in the audits and judgements giving further clarity to ongoing actions and plans for the future. Action plans have been developed for all aspects of corporate and academic activities and these represent a substantial resource for our registration application;
- 5.2.9. The College executive has been working on a Framework for Risk Management and an enhanced Strategy Statement, which will be available to COB membership for comment.

## **6. Director's Report**

6.1. **Received and noted:** Company Secretary's verbal report

### **6.2. Key points:**

- 6.2.1. The BoD had reviewed the College's financial forecast for the worst-case scenario and could confirm that the College has built-in resilience to cope with any financial pressure;
- 6.2.2. MO confirmed the governance survey of COB members has been analysed by BoD. One significant outcome is that there is a lack of communication



between COB and the BoD. It was agreed that the analysis would be sent to the Chair for consideration and will be discussed by COB members at the next meeting.

- 6.2.3. NU confirmed that College has retained the services of an external consultancy to advise on all staffing matters during the current pandemic and beyond;
- 6.2.4. NU confirmed that work has been undertaken by the Board of Directors and external resources to produce a coherent, applicable and comprehensive document to guide the College in its dealings with all members of staff;
- 6.2.5. NU confirmed that College has 25-30% students completing each term (unequal). Since LCC is not recruiting students until the OfS registration decision is confirmed, there is a reducing student population over the January 2020 and April 2020 terms. Staffing requirements are therefore reduced accordingly, which is planned and operationalised by the Principal and Director of Finance;
- 6.2.6. NU confirmed that further cost cutting measures have been delayed until the OfS final registration decision has been received;
- 6.2.7. LCC is mapping expenditure against income, which includes a number of measures including some reductions in staff hours and restructuring the College's organisation. This is to reflect the termly loss of approximately 30% of students.

## **7. Academic Direction and Policy**

### **7.1. To receive and consider:**

- 7.1.1. SQAQO written report

### **7.2. Key points:**

- 7.2.1. Update on policies and procedures. All policies have been approved by the Academic Board.
- 7.2.2. The College has received the unpublished final report from QAA. As a final step of the Quality and Standards Review process, QAA has sent the report to the OfS to determine final outcomes regarding College registration.
- 7.2.3. Student Satisfaction - the internal End of Term Survey of January 2020, revealed some positive findings on learning experience across programmes. In the same survey, students confirmed that teaching staff are very supportive. Students also agree that the current VLE content is meeting their learning expectations.
- 7.2.4. NSS survey is now closed for 2020. To date the response rate is 82.56 %, which is an outstanding figure for the college compared to previous years.



## **8. Programmes and Academic Management.**

### **8.1. Received and noted:**

- 8.1.1. HoPAM written report

### **8.2. Key points:**

- 8.2.1. The Assessment and Progression Board (APB) cycle (including resubmission) for September 2019 term has been completed according to the schedule.
- 8.2.2. The APB for January 2020 could not be held as scheduled due to staffing movement and was rescheduled for 24th April 2020. This change moved the resubmission window by two weeks and subsequent re-submission board date.
- 8.2.3. LCC is delivering all academic and non-academic support for students in online mode since the beginning of April 2020 term. The following are some services offered by LCC in online platform:
  - a) Teaching
  - b) Group and personal tutorial
  - c) IT support
  - d) Student engagement meetings and activities
  - e) Administrative supports
- 8.2.4. Student surveys are conducted after each session using quiz/google form, capturing student feedback on the online services and any issues encountered by students;
- 8.2.5. A dedicated team is exploring other platforms (i.e. Collaborate, Microsoft Teams) to support online delivery from September 2020 onward. Collaborate Ultra is in shortlist currently and the team is reviewing suitability of the features.
- 8.2.6. Online Academic Resources:
  - a) JSTOR journal access is now provided to students and staff via LCC SMS.
  - b) LCC has made progress in discussion with BibliU to provide the platform for online library. LCC has submitted a full book list and is currently waiting for the quotation and finalising the agreements.
- 8.2.7. The College's has not recruited any new members in the academic department and will continue to deliver its programs using the current capacity.

## **9. Human Resources**

### **9.1. Received and noted:**

- 9.1.1. HR written report

### **9.2. Key points:**

- 9.2.1. The College continues to use the services of an external HR consultancy to advise on all staff matters during the current pandemic.



- 9.2.2. Much work has been undertaken by the COB Members, Board of Directors and external resources to produce a coherent, applicable and comprehensive document to guide the College in its dealings with all members of staff. Particularly noteworthy is the College's drive to retain academics on a full time or fractional basis.
- 9.2.3. With reducing student numbers, staffing requirements are reduced accordingly. The College has used the Government's Job Retention Scheme (furlough) to support some staff and managed to keep redundancies to a minimum.

## **10. External and Internal Reports on Academic Matters**

10.1. No reports received

### **10.2. Received and noted:**

10.2.1. Academic Board Minutes 17 March 2020.

## **11. Monitor Academic Key Performance Indicators**

11.1. This item will be considered at the March/April meeting

## **12. Assessing the Effectiveness of the Academic Board and Academic Governance Arrangements**

12.1. DB presented paper 6.3: "Effectiveness of Academic Board and Academic Governance Arrangements".

12.2. The paper reviews the most recent annual cycle of meetings and is based solely on the minutes of those meetings. It focuses on the terms of reference and the extent to which they have been addressed and makes a number of recommendations.

12.3. After discussion it was agreed that the review paper be sent to the Chair of Academic Board to confirm the factual accuracy of the findings. **Action: DB to send review paper to NP.**

12.4. Following any amendments resulting from the feedback from the Academic Board Chair, it was agreed that the review paper to be sent to the Chair of BoD together with clear recommendations for action. **Action: DB to send paper and list of actions to MO.**

## **13. Contributions from Student Representatives**

13.1. No student representatives were present. It was reported to the meeting that the lead student Representative has completed his course and the selected replacement was still participating in the induction process.

## **14. Student Engagement**

### **14.1. Received and noted:**

14.1.1. HoSE written report.



**14.2. Key points:**

- 14.2.1. RH has been appointed as the Interim HoSE since the sad departure of Tim Priestman;
- 14.2.2. During the CV-19 Pandemic, LCC continues to provide Student Engagement support and activities to both alumni and current students;
- 14.2.3. Key activities undertaken by SE department are the followings:
  - a) Producing Video Tutorials for students
  - b) Continues meetings and engagement with Student Reps
  - c) Lead Student Rep selection
  - d) Online Alumni Event: 25th June
  - e) Online social event for current students: July 2020
  - f) End of Term Survey: WC 15 June 2020
  - g) Producing video feedback from student on Online delivery

**15. Strategic Statement**

**15.1. Implementation of the Strategic Statement**

- 15.1.1. Paper 8. was received with thanks.

**16. Governance Arrangements and Regulatory Compliance**

- 16.1. The College Risk Registers were received. Following the discussion under item 4 above, it was noted that the Risk Registers are being amended in the context of a new Risk Management Framework, and there was no further discussion;
- 16.2. The College Action Plans including a specific action plan in response to the QAA QSR report, were received. After discussion it was recommended that, in view of the extensive and detailed nature of the College Action Plans, this agenda item should in future be split into two: to receive and consider a report from PEG on College action plans, and to receive and consider the LCC Governance Action Plan.
- 16.3. **Recommendation to BoD:** The agenda item 9.2 be revised as two items: (i) To receive and consider a report on College action plans from PEG. (ii) To receive and consider the College Governance action plan.
- 16.4. The College action plan in response to the QAA QSR report (Paper 9.2.3) was discussed. It was noted that items 1.2 and 3.1 of the action plans both have ‘Success Indicators’ which are inappropriate to the action.
- 16.5. **Recommendation to the BoD:** Amend the Action plan dealing with the QAA QSR to take account of the comments raised

**17. Recommendations to be sent to BoD**

No.	Final Recommendations	Date Recommendation Initiated
17.1.	The Strategy Framework should be amended to take into account the comments raised on 4.2).	18 June 2020



17.2.	The remaining issues on Risk Management requiring urgent action (see paper 3.3) should be addressed. These are: (i) the need to review the apparent duplication between the Academic and Corporate risk registers, (ii) the need to include an explicit statement on Risk Appetite; (iii) amend the ToR of COB and ARRC to clarify their respective roles in the oversight of Risk Management.	18 June 2020
17.3.	Forward paper 6.3 (Effectiveness of Academic Board and Academic Governance) to the Board of Directors, with any amendments following feedback from the Chair of Academic Board, and with clear recommendations. By Chair's action.	18 June 2020
17.4.	The current college Risk Registers be formulated according to the new template as soon as possible.	18 June 2020
17.5.	The agenda item 9.2 be revised as two items: (i) To receive and consider a report on College action plans from PEG. (ii) To receive and consider the College Governance action plan.	18 June 2020
17.6.	Amend the Action plan dealing with the QAA QSR (paper 9.2.3) to take account of the comments raised.	18 June 2020

### 18. Any Other Business

18.1. It was agreed that NEMs would take responsibility for various aspects of the College's work as and when they crop up in the standing agenda as follows:

Academic KPI's	DB (to be taken at the March/April Meeting)
Management and Governance	SH (October/November)
Risk Management	GM (October/November)
Strategy	DGB (January/February)
Student Engagement	GT (March/April)
Academic Board	NPe (June/July)
Compliance with OfS	FH (June/July)

### 19. Date and time of next meeting

19.1. The next meeting of the College Oversight Board is scheduled on Thursday 20th August 2020 at 2:00 pm.

Meeting closed at 4.55 pm

**Signed:**

**Professor David Bonner  
Chair  
College Oversight Board  
London Churchill College  
02 September 2020**