



College Oversight Board Meeting Minutes and Agenda

Meeting Date:	Thursday 17 February 2022	Time:	2.00 pm – 5.00 pm
Chair of the Meeting:	Gerry Takamura	Venue:	BH/Online (GD Hangout)
Minutes Secretary	Dr. Abdur Rahim	Chair signed	Yes

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1. Attendance and Apologies

Membership	Role title
Gerry Takamura (GT)	Non-Executive Member (Chair)
Graham Morrell (GM)	Non-Executive Member (Vice Chair)
Professor Stephen Hyde (SH)	Non-Executive Member
Professor Frank Haddleton (FH)	Non-Executive Member
June Dennis (JD)	Non-Executive Member
Tahmina Chowdhury (TC)	Student Representative
In Attendance	LCC Executives
Dr. Nick Papé (NP)	Principal
MW Oli (MO)	Chair, Board of Directors
Dr. Abdur Rahim (AR)	Registrar
Rahaman Hasan (RH)	Head of Programmes and Academic Monitoring / Interim Head of Student Engagement
Mazharul Islam (MI)	Head of Data and Information Technology
Maksim Alam (MA)	Senior Quality Assurance Officer
Apologies	
Nazim Uddin (NU)	Company Secretary
Neil Pearce (NPe)	Non-Executive Member
Ukane Kennedy (UK)	Student Representative
Maria Stevens (MS)	HR Officer



2. Introduction

- 2.1. The Chair welcomed members present to the meeting and particularly welcomed the student representative;
- 2.2. GT informed the Board the meeting will be recorded via audio device, for the purpose of record keeping;
- 2.3. In response to declaration of interest in any Agenda item, the members made no new declaration.

3. Minutes of the Previous Meeting (22 July 2021)

3.1. Approval of Minutes

- 3.1.1. The Minutes of 22 July 2021 were approved unanimously as an accurate record of the meeting;
- 3.1.2. The NEMs requested Secretary to email COB Minutes of 20 May 2021 for approval at the next meeting.

3.2. Matters Arising

- 3.2.1. On enquiry from the Chair, NP advised that BoD response to COB recommendation (item 1.2.) reducing the period of the IT Strategy from 5 years to 3 years, was not agreed as we are unable to expand budgets on resources. Therefore, the 5 years term of the IT Strategy will remain unchanged.

3.3. Items for Consideration

- 3.3.1. At the request of the Chair, NP informed the Board that the College has received OfS registration on 07 February 2022. We have started the process to rebuild resources and capabilities to deliver HND in Business Entrepreneurship, initially with a cohort commencing in April 2022 and in May 2022. The NEMs congratulated the College on receiving OfS registration. GT asked about the three conditions under which registration has been granted. NP replied that the College has considered all judgements and has developed an action plan for the three 'Non-Met' judgements producing registration conditions, with identified outcomes, which have been implemented, monitored and embedded. This action plan will then be monitored by the College on a regular basis to ensure embeddedness;
- 3.3.2. Potential Academic Partnerships – SH asked for further detailed on potential academic partnerships for the College. NP replied by stating that the College is currently in discussion with various HE Institutes. We are now at an advanced stage of negotiations with St Mary's University, Twickenham for an academic partnership to deliver 4-year programme in BA (Hons) Business Management. GM asked whether this partnership BA programme will replace the current HND programme at the College. NP replied that both programmes will be run simultaneously, but the College's main focus will be on HND programmes for the future sustainability of the College;
- 3.3.3. The Chair asked about the College's plans for recruitment, to which NP responded that up to totally 250 students for April and May 2022 intakes for HND in Business Entrepreneurship were planned for the academic year 2021-



2022. Recruitment for HND Hospitality Management will commence in September 2022 and to HND in Health & Social Care in 2023.

3.4. Recommendations from COB Meeting 22 July 2021

No	Agenda	Recommendation	Date Initiated	Status
3.1.	3.3.2	The IT Strategy should include milestone on the Strategic Statement for COB to comment. The Strategic Plan should include milestones with the current plan and aligned with KPIs.	25 Nov 2021	Completed
3.2.	3.3.4.	The Master Risk Register should be filtered for COB, i.e., only Critical or Very High Risk “red colored” part of the Master Risks Register should be considered for COB discussion.	25 Nov 2021	Completed
3.3.	3.3.5.	The Master Risk Register should include Student Representation and the impact on the College, to be considered at the next review date.	25 Nov 2021	Completed
3.4.	6.6.	COB request copy of self-assessment of effectiveness of Academic Board.	25 Nov 2021	Completed
3.5.	6.7.	COB require a meeting with AB NEMs to understand the effectiveness of AB.	25 Nov 2021	Completed
3.6.	6.8.	COB Chair will nominate two COB NEMs to arrange a meeting with AB NEMs.	25 Nov 2021	Completed
3.7.	6.9.	AB Chair to send invitation to COB NEMs to attend AB on 10 August 2021 for observation.	25 Nov 2021	Completed
3.8.	7.1.4.	QA report should include 2019/20 base year for key metrics data.	25 Nov 2021	Completed

4. Principal’s Report

4.1. Received and Noted written report (Paper 4.1)

- 4.1.1. **Key points:** OfS Registration / Pandemic Impact / Potential Academic Partnerships / Response of Executive Group (REG) / HR and Staff/ Barclay Hall Campus / Barking Campus / LCC Website / Journal / Delegated Budgets / KPI Results (2018, 2019, 2020)/ Strategy / Staff Employment / Monitoring College Performance / Semester Comparisons;
- 4.1.2. Board noted the Principal’s report. The NEMs appreciated the detailed and useful content of the report;
- 4.1.3. **Comments:** NP confirmed that the College monitors activities for mitigation of Covid-19 pandemic infections on a daily basis. GT asked what risk factor the College has implemented during the pandemic. NP replied that the Master Risk Register has been implemented throughout the College, which includes particular health risks caused by the pandemic;
- 4.1.4. NP confirmed that LCC is taking steps to provide additional income streams for the College during the period of no student recruitment, caused by OfS registration delays. We have established Omniscient (Omniscient.org.uk) as the trading name of our subsidiary LCC Investments Ltd., to trial and pilot sourcing of students for ourselves and other HE Institutes. We have independent staff



working in this division and the Omniscient Recruitment and Marketing Officer will report into PEG regularly;

- 4.1.5. GM asked about the DSL application. NP replied that the College have been successful in our application to Pearson for the delivery of HN in Business as Distance Learning. The College has decided to postpone the commencement of this course until 2023 at the earliest.

5. Director's Report (Verbal)

- 5.1. MO highlighted the BoD response to the Recommendations from the COB meeting held on May 2021 and July 2021 (Paper 11.1);
- 5.2. MO echoed NP's comments in regards to 3 conditions under which OfS registration has been granted. The College developed an action plan with identified outcomes and implementations for further consultation with NEM's;
- 5.3. MO informed the Board that the College has started the advertising and interviewing / appointment stages for staff recruiting, we are particularly focusing on the academic department to ensure we have resources in place to meet demand;
- 5.4. GM asked about the College's current financial status. MO replied by stating that BoD has 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;
- 5.5. MO mentioned that the College policies and risks registers aligned within the College procedures. It has been noted that NP and NU are currently working on mapping the College documentations to align with Committee of University Chairs (CUC) Code of Practice. This will help the College in producing a range of publications, from guides and handbooks to policy documents and research reports;
- 5.6. MO mentioned the Directors are very happy for the COB to continue with its focus on academic governance.

6. Effectiveness of the Academic Board (Paper 6.1 – 6.6)

The following documents have been received and noted:

- 6.1. 200611 David Bonner Effectiveness of Academic Board & Academic Governance Arrangements Directors;
- 6.2. 210930 Chair's Report Effectiveness Academic Board Final;
- 6.3. 211030 Academic Board ToR V11.01;
- 6.4. 210824 AB Meeting Minutes V1;
- 6.5. 210824 SQAQO Compliance statement on programme modification Academic Board;
- 6.6. 210924 Chairs Action 210722 COB Minutes.
- 6.7. **Recommendations:** Membership requested the PEG reviews practice to include 'numerical' referencing on COB Meeting Minutes.

7. Academic Direction and Policy

To receive, consider and respond to:



7.1. Report from the Head of Quality Assurance (Paper 7.1.1)

- 7.1.1. Key points: Student Attendance Action Plan / Prevent Duty / Policies and Procedures Student facing policies / Action Quality Assurance and Administration process / LCC Performance Matrix / QA audit;
- 7.1.2. **Comments:** MA informed Board that 9 policies have been reviewed and completed. FK asked the validity of policies and review. MA stated that College policies will be validated by Academic Board in April 2022;
- 7.1.3. MA presented the student attendance and retention action plan. GT asked whether all actions have been implemented by the College. MA replied by stating some of the actions will be considered at the next student recruitment intake, which will be for cohorts in April and May 2022;
- 7.1.4. FH asked the current status of Prevent Duty. MA replied by stating that QA team collated all data that related to Prevent Duty. As a part of the submission the College provides a data spreadsheet and declaration from the Governing Body (BoD);
- 7.1.5. **Recommendations:** Membership requested the PEG reviews the practice to include a coversheet summarising changes for each item of any updated documents.

7.2. Report from the Head of Programmes and Academic Management (Paper 7.1.2)

- 7.2.1. **Key points:** Budget / JSTOR online / Learning Resources Budget & Planning / CPD Budget / HND in Business / Physical & Virtual Learning Environment / Audits, Visits & External Examiner / Assessment & Progression Board;
- 7.2.2. RH informed Board that JSTOR online journal subscription is currently on postponed status and will be reactivated in time for student access in April 2022;
- 7.2.3. GM enquired about the Pearson APMR outcome for the College. RH responded the APMR has been submitted online, but LCC is exempted from APMR cycle for not having new student recruitment;
- 7.2.4. RH stated that Assessment and Progression Board (APB) protocols are executed according to the agreed academic calendar dates, with minor adjustments agreed to facilitate administrative operation;
- 7.2.5. RH informed Board that a team is formed to discuss and plan delivering HND Business in DL mode.

7.2.2. Report on Human Resources (Paper 7.1.3)

- 7.2.2.1. **Key points:** CIPD / Peninsula / Staff holidays entitlement extension / furlough, Restrictive Covenant and Training terms and conditions;
- 7.2.2.2. **Comments:** GM asked about the current status of College resources. NP responded the College has commenced the advertising and interviewing / appointment stages for staff recruitment.
- 7.2.2.3. Membership noted the report.

7.3. External and internal reports on academic matters

- 7.3.1. Noted no report was submitted under this item.



7.4. Monitor Academic Key Performance Indicators (Paper 7.3.1 – 7.3.3)

- 7.4.1. 211216 HoDIT EoY Report 2021: GM asked how the student satisfaction rate since 2018 impacts on the College. MA responded that satisfaction progress is an indicator of the successful operation accomplished by the College. The overall student success rate reflects the implementation of the College's Strategic Framework and individual strategies. These positive results have been achieved throughout the difficulties of the Covid-19 pandemic. The 2021 result is an indication that operational and governance groups and committees are exceeding expectations. The College believes that policies and strategies are implemented and continue to make positive improvements;
- 7.4.2. 211030 Award Process v1.1: received and noted;
- 7.4.3. KPIs Results: The Board congratulated the College on the positive KPI results;
- 7.4.4. IT Strategy; GM suggested the IT Strategy and accompanying recommendation could be rephrased as there may be confusion about what exactly was meant;
- 7.4.5. **Recommendations:** COB to rephrase 5-year IT Strategy and recommendation for further clarification and submit to BoD as a recommendation.

8. Contributions from Student Representatives (Verbal)

- 8.1. In introduction, GT stated that the participation of Student Representatives in meetings (including COB) allows the student voice to contribute formally to the enhancement of the student experience. Student Representatives are a vital channel of communication between the College and students;
- 8.2. TC reported that students are positive with online materials provided by the teachers. However, one of the biggest challenges of online learning is the struggle with focusing on the screen for long periods of time. There is also a greater chance for students to be easily distracted by social media or other sites. Therefore, it is imperative for the teachers to keep their online classes crisp, engaging, and interactive to help students stay focused on the class. TC mentioned that as the College move out of this pandemic phase and into a more considered approach for the academic year 2021-22 as they will have had to make many decisions about how teaching will be delivered. A key decision will be around the balance of online versus in-person teaching in the autumn term. The College may have decided to continue to deliver all of its teaching online, to deliver teaching entirely in-person (with social distancing in place), or to go forward with a blended approach which combines elements of both. NP elaborated that the College is currently pursuing blended learning for HND in Business Entrepreneurship for the academic year 2021-22;
- 8.3. UK was absent from the meeting. He has communicated via email his comments to the Board: *"London Churchill College (LCC) is an institution of class, equipped with the state-of-the-art facilities to support students in their academic studies. The tutors of LCC are well-trained and qualified in all educational ramification. The tutors have all it takes to support a student towards achieving an excellent standard of academic qualification. LCC has been of a great advantage and opportunity to further my education which has made a great impact to my social and intellectual standard, and I am very delighted with this because they made it possible. Education is very important in once life and this privilege cannot be possible without London Churchill*



College. Their objectives and goals to impact a good standard of education into people's life cannot be over-emphasised. LCC well-trained tutorial staff enhance this quality in all humans who intend to improve their academic standard. Finally, LCC is committed to equality and diversity, promotes dignity and respect policy across board in the College. The diverse nature of students and staff in the College encourages a friendly environment to study. I am humble to be associated with the College”;

- 8.4. GT thanked TC and UK for their positive comments and further confirmed any recommendation or improvements will be positively considered by the College.

9. Head of Student Engagement Report (Paper 8.2)

- 9.1. **Key points:** Open day & Admissions Recruitment / Budgets (SE) / CPD Planning / Student Engagement Activities and Events;
- 9.2. RH informed the Board the College open day for admissions and recruitment is scheduled for 28 February and 5 March 2022. The College will have two recruitment cohorts in April and May;
- 9.3. RH stated the College agreed to postpone the Graduation Ceremony for December 2021. This is due to pandemic circumstances (spread of virus) preventing a social event with such a large number of students. It was agreed by PEG to reschedule the Graduation Ceremony for mid-summer 2022;
- 9.4. Membership noted the HoSE report.

10. Governance Arrangements and Regulatory Compliance:

10.1. 210719 Student Protection Plan LCC 10030391 - OfS Condition C3 - v 2.0 (Paper 9.1)

- 10.1.1. NP confirmed that College SSP has paramount importance particularly since the OfS registration. The SSP is uploaded on the College website. JD queried the lack of information relating to comparison with other Alternative Providers. NP responded that the College would provide names of other APs if required.

10.2. The College's compliance with its conditions of registration with OfS (Paper 9.2)

- 10.2.1. This will be discussed in the next COB meeting.

10.3. Governance Conference Report (Paper 9.3)

- 10.3.1. The membership noted and thanked the Principal for the comprehensive Governance Conference Report.
- 10.3.2. NP informed Board the Governance Conference Report will be published on the College website.
- 10.3.3. **Recommendations:** Publish the Governance Conference Report on website after action points has been completed.



11. Recommendations for BoD

No	Agenda	Recommendation	Date Initiated
11.1.	6.7.	Membership requests the PEG reviews practice to include 'numerical' referencing on COB Meeting Minutes.	17 Feb 2022
11.2.	7.1.5.	Membership requested the PEG reviews the practice to include a coversheet summarising changes for each item of any updated documents.	17 Feb 2022
11.3.	7.4.5.	COB to rephrase 5-year IT Strategy and recommendation for further clarification and submit to BoD as a recommendation	17 Feb 2022
11.4.	10.3.3.	Publish the Governance Conference Report on website after action points has been completed.	17 Feb 2022

12. Any Other Business

12.1. GT on behalf of COB membership congratulated the College on receiving OfS registration.

13. Date and Time of Next Meeting

13.1. 2.00 pm, Thursday 20 October 2022;

The Chair closed the meeting at 4.50 pm and thanked all for their contributions.

Signed

Gerry Takamura

Chair

College Oversight Board

London Churchill College

Date of Meeting: 17 February 2022

Date signed by Chair and approved by Chair's Action: 08 April 2022

Date Chair's Action validation by COB: 20 October 2022