

The City College, Board of Governors Meeting: 24/08/22 Start time: 2:30 pm/End time: 4:30 pm/Venue: Onsite: Conference Room, TCC / Online – Microsoft Teams

Present: Uroy Clarke (Chair), Tasneem Riaz (Director), , Amanda Banks (External), Ian Woolgar (External), Mattias Scheibel Larsson (External), Collin Chikanma (Current Student), Susan Riaz (Secretary), Naweed Riaz (Staff, legal advisor, in attendance)

Apologies: Mike Potter (External)

Item	Key points raised	Actions	Who?	When?
1) Apologies	No apologies	None	N/A	N/A
2) Minutes of Previous Meeting	Previous minutes circulated and agreed on.	None	N/A	N/A
3) Report from the Director/Chair	<b>TR:</b> Not much has changed since our meeting last March as we are in the same academic year. We have had lot of deadlines, which included, offshore records, Unistats, Povider Profile, Graduate Outcomes Survey and most importantly, the Annual Student Return. We will get reports on dropout rates, retention and progression and other key performance indicators. We do not have current stats, the most recent we have is from 18/19. This is	None	N/A	N/A

	<p>continuous background work, and this is how we are assessed for funding by the OfS. We have had assessment and academic boards. These are scheduled three times a year and these meetings are fairly continuous. Recruitment has not been going that well. The courses we want to focus on, such as Business and Tourism, are seeing very low numbers, but the DET is picking up quite a lot. A large number of students are on the DET and that seems to be the favourite course at the moment. This is a teaching course for students who have done previous qualifications. It would be nice to have a mix, but we are using social media, and other ways to try to recruit. We will have more to report once the new semester gets underway.</p> <p><b>UC:</b> There has been a lot going on in the background. Going forward we could implement training for governors looking at documentation. If we were trained as governors, we could give additional support. There is a large amount of paperwork which the college has been engaged in. The DET is doing well but we do need to explore more sophisticated programmes which are niche and not much competition. There is a small film school which approached me and possibly we need to have a meeting as they may have something relevant that is more niche.</p> <p><b>TR:</b> We do have the performing arts programme from Pearson, but to run that we do need studio space for dancing and acting. We need to make provision for that, which we were planning but which was halted through the pandemic. That is a more niche market and we do need to look at this moving on. We just got the registration but need to be sound financially to do more.</p> <p><b>AB:</b> Yes, important to diversify and look outside the box.</p>			
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<p><b>4) Matters Arising</b></p>	<p><b>Risk Register</b></p> <p><b>UC:</b> The risk register is our first item on the agenda. The first page highlights the scaling and the risk. The report is based around the performance of the college. The areas of concern are those marked in red or yellow. (UC shared the screen to allow members to view the report).</p> <p><b>TR:</b> Financial sustainability is the main issue. In terms of compliance, we are up to date with everything. It is just financial sustainability that is a concern, as we are still not in the same place as we were before registration. Funding from the Student Loan Company is paid each term and the money is split. So, if students started in January and April, we do not receive the full years fees until December this year or April next year. Sometimes money can be clawed back even years after a student has left and later are deemed ineligible for funding. We do need to grow student numbers. With acupuncture, we have one intake, and we are trying to have another intake. Acupuncture starts in two weeks' time. We have a full cohort in the first intake for Monday and Tuesday but Thursday and Friday we are working on.</p> <p><b>UC:</b> Did we explore the possibility for more board members?</p> <p><b>TR:</b> Not at the moment, as the last meeting was the first with Amanda, Mattias and Ian. We do need an audit and remuneration committee, so accounting backgrounds would be useful. I will place an ad in LinkedIn. If there is anyone you could suggest or recommend, then please let me or UC know. We have had staff recruitment as well for our DET course. Need to concentrate and expand the BoG now.</p> <p><b>UC:</b> Strategic Planning is also high.</p>	<p>To advertise for more Board Members</p> <p>To place an advert on LinkedIn</p>		<p>Before next Board meeting</p>
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	<p><b>TR:</b> Once the year is gone, then we look at the risk register. I believe that the risk will lessen, and the level of risk can be amended before next meeting. Some of the ratings will come down, so we are in a safer place from last year. We need to grow now, introduce new courses and explore collaborations.</p> <p><b>AB:</b> We need to consider how to generate income. We do have space so could possibly look at that to generate income?</p> <p><b>TR:</b> We did have options to rent but the pandemic has stopped this slightly. This is now increasing especially at the weekends.</p> <p><b>AB:</b> How about a more permanent basis?</p> <p><b>TR:</b> Students will be in the college rather than online now. Acupuncture takes a lot of space. There are practical sessions and clinic, so all of second floor and some of the third floor is all acupuncture. One of the downstairs spaces is rented to architects. We are thinking of the other side as studio space for performing arts. You can't rent for a short time. A lot of people are working from home still. Even the architects used to have a larger space, but several of their staff are now working from home and so they were happy to rent a smaller space. We would need to refurbish which does require investment.</p> <p><b>MSL:</b> How long are the architects renting for?</p> <p><b>TR:</b> It is rolling on a yearly basis. We still have to pay rates on space even if it is empty so that is also expensive, especially in this area. Hackney Council have high rates. We used to have over a thousand students, and we utilised all the classrooms three times</p>	Risk register to be amended before next meeting	TR/UC	
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	<p>in a day, and we were very busy, but now the space used has dropped. Now we will have classes back in September so we will use them again, which is good.</p> <p><b>AB:</b> Downstairs could be better utilised perhaps.</p> <p><b>UC:</b> Good location too.</p> <p><b>TR:</b> Need to advertise and refurbish to make it attractive. We only have a goods lift. We have talked about putting in a passenger lift, but we have not implemented that yet. The entrance downstairs does not have disabled access.</p> <p><b>AB:</b> Someone might do it to their taste if they rented it.</p> <p><b>TR:</b> Used to be occupied by the theatre company who rented from us but they wanted a Ten-year lease and we could not extend it for that longer a period.</p> <p><b>AB:</b> It is an asset. Short term renting might be worthwhile.</p> <p><b>TR:</b> We did advertise it before pandemic but no real interest. Now the next-door building has been sold and is being refurbished currently to be made into office space with extra floors. Office space is in abundance here. They do desk space, so you can rent a desk.</p> <p><b>AB:</b> How about a café?</p> <p><b>TR:</b> We applied for the canteen but that was turned down by Hackney in 2010. It may be doable now if we have more students</p>			
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	<p>on course.</p> <p><b>UC:</b> Are members happy with the risk register? If not, then let me know.</p> <p><b>TR:</b> We need to meet in November as financial return for OfS needs to be presented to Board before being signed off. We will amend risk register before next meeting.</p>			
	<p><b>Annual Monitoring of Management and Governance</b></p> <p><b>AC:</b> Has everyone looked at the Annual Monitoring Report? Does anyone want to raise anything?</p> <p><b>TR:</b> Moving forward, we should have an audit and remuneration committee. We need to set that up as soon as possible.</p> <p><b>TR:</b> I will look at possible dates for next meeting.</p> <p><b>UC:</b> Perhaps we could do that in person?</p> <p><b>TR:</b> Yes, of course. That would be nice. We are open and some of us are in the office now. This report does need to be fine-tuned before sending it to OfS but any thoughts could be incorporated.</p> <p><b>UC:</b> Perhaps it would be wiser, as everyone has received the documents, please highlight any points in red and we can circulate this for any required adjustments. Would that be a useful approach?</p> <p><b>TR:</b> This was done in 2019 before we were registered and the Board was in its infancy, so comments and feedback would be good</p>	<p>Annual Monitoring Report to be submitted</p>	<p>TR</p>	<p>Update at next meeting</p>

	<p>before we submit it.</p> <p><b>UC:</b> This is done annually, isn't it?</p> <p><b>TR:</b> Yes, annually. We annually update policies, and we need to follow guidance and complete an annual exercise. If you have any concerns, any input or have further questions please let me know.</p> <p><b>UC:</b> That is noted.</p>			
<b>5) Finance</b>	<p><b>UC:</b> Now we have finance. There was nothing circulated.</p> <p><b>TR:</b> That is an annual exercise with OfS. I have to upload accounts and we have to submit by the 30<sup>th</sup> October and signed off in December. I need to work with auditors on financial tables and once that is done, we will circulate it to the Board. It will need to be approved and signed by the Chair.</p> <p><b>UC:</b> That will be a responsibility for the audit committee.</p>	Accounts to be updated	TR	31 <sup>st</sup> Oct 22
<b>6) Audit of use of public monies</b>	<p><b>UC:</b> Does this tie into public monies? The audit?</p> <p><b>TR:</b> Yes, fees from acupuncture and public money from student finance. We don't have full fees for many students, but governing bodies do wish to know what we do with this money. Staff cost, subscriptions, registration fee, resources, and other things. We need to account for where the money has gone. More is spent than coming in at the moment.</p> <p><b>IW:</b> So, if a student enrolls in September, you get the money each term, rather than in one yearly payment?</p>	Possibly build clawbacks into financial risk budget in future	TR/UC	For future consideration

	<p><b>TR:</b> Yes. Once attendance is approved, then finance comes through. However, some acupuncture students pay full fees up front, but it is very admin heavy. You need a large number of acupuncture students for it to be self-sustaining. In 2019 we had two intakes, and the clinic did really well, but we only have one intake now in second and third year.</p> <p><b>AB:</b> Can we talk about clawbacks? Can you get screening before a student joins?</p> <p><b>SR:</b> Very difficult to do. It is difficult to know, before a student applies for funding, whether they will be approved and sometimes they are initially approved and then deemed ineligible and money clawed back.</p> <p><b>IW:</b> Smaller universities have a bad debt provision.</p> <p><b>UC:</b> Is acupuncture self-funded?</p> <p><b>TR:</b> Yes</p> <p><b>UC:</b> So, the type of programmes which are self-funded could be looked at. If students do fund themselves, you do need to diversify and could be the way to look going forwards. Universities with large numbers can build that in.</p> <p><b>MSL:</b> Do you build clawbacks into budget?</p> <p><b>TR:</b> If it happens in the academic year sometimes.</p> <p><b>MSL:</b> Could look at historical data and build that into the finances</p>			
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	<p>going forward so it is not such a shock? It could be in the budget and let it go.</p> <p><b>TR:</b> Yes, not huge amounts. The more students you have the more that happens. The higher the number of students you have the more clawbacks you may have. We do need to build that in, but it is not something you would like to do. With self-funded students you do not return the money if someone attends for the teaching. The brighter picture is that you can get more numbers for funded courses. Talking of diversifying we are looking at course for internal verification and we will apply to Pearson for that course and that could be a self-funded course and can be done within six months. If you want to teach in the higher education sector, then you need that qualification. Need to make contacts with colleges as there is a demand for that.</p> <p><b>UC:</b> Yes, another area is the HEA. University lecturers do the HEA in order to progress in the university. Could be something that we could look at and there is a demand for that.</p>			
<p><b>7) Staffing Levels and Training</b></p>	<p><b>UC:</b> Moving on, how are staff levels and training?</p> <p><b>TR:</b> Two full-time members of staff have been recruited for the DET. We are thinking of recruiting more staff as we are still interviewing for part-time lecturers. We did recruit three lecturers in April, and we are not moving forward with one person, but we now have more full-time members. Part-time staff are not as invested in the courses.</p> <p><b>UC:</b> How about training?</p>		TR	Ongoing

	<p><b>TR:</b> We are thinking of internal training for the VLE for training purposes and also Prevent training and any other identified. Sexual Misconduct is also important for OfS and Suicide Prevention has been done by some of us.</p>	Internal training to be offered to students		
<p><b>8) Consumer Protection Compliance</b></p>	<p><b>TR:</b> Anything in the public domain needs to be transparent. These items need to be reviewed yearly and so we do need to add things for meeting. Please do check our website, and let me or UC have any feedback, so information is not misleading.</p>	Ongoing compliance	TR	Ongoing
<p><b>9) Calendar of Significant College Events</b></p>	<p><b>UC:</b> (Shared Quality Calendar)</p> <p><b>TR:</b> Working on 22/23 from next academic year. This has all the academic meetings and returns. We have an assessment board and a CCA assessment board coming up, as well as an academic board and the HESA return to complete. We will update this with EE visits. You can see the graduate outcome for HESA for whoever completed the course and that needs to be added. We do need to keep to deadlines and there are many..</p>	Quality Calendar updating for next academic year	TR	Ongoing
<p><b>10) Key Performance Indicators and Benchmarking</b></p>	<p><b>UC:</b> we now have the Key Performance Indicators. (Shared Key Performance Indicators and Benchmarking document)</p> <p><b>TR:</b> The latest is 2018/19 as we were not registered. If you click on tabs, then you can see the numbers. It is more about non continuation, and they benchmark you against other providers.</p>	Data to be released to board as becomes available	TR	Ongoing

	<p><b>UC:</b> Yes, these entries are based upon mature entrants.</p> <p><b>IW:</b> Who provides the standardized average?</p> <p><b>TR:</b> HESA</p> <p><b>UC:</b> They are not all as relevant? Young entrants for example?</p> <p><b>TR:</b> No, we do not have too many younger students. We have a lot of mature students. 35-39 is our average age. It is a fairly complicated spreadsheet, but you get used to it. We may get one in February 23 now – we got this one in February 22.</p> <p><b>UC:</b> Noted by everyone.</p> <p><b>TR:</b> We do need to check the higher rate of continuation.</p> <p><b>UC:</b> Is this for the Governing Body or more the audit team?</p> <p><b>TR:</b> Of course, it is about the caliber of students and completion. Lack of funding is not factored in there. Retention, completion, and progression.</p> <p><b>IW:</b> Do you know why some people dropped out. You need to look at the overall figure?</p> <p><b>TR:</b> Yes.</p> <p><b>IW:</b> What can you do to bring that down?</p> <p><b>TR:</b> We need to tighten up recruitment and assess applications rigorously, which we do. Students have other problems which are</p>			
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	<p>not known at the time of the enrolment, for example domestic situation, financial difficulties, children, work and ill health etc. We need to make sure that we support students in the difficult times and if it means that the student has to stop attending for a term or more, then it is our obligation to support them.</p>			
<p><b>11) Transparency and Publication of Information</b></p>	<p><b>UC:</b> In terms of the transparency and the publication of information.</p> <p><b>TR:</b> This relates to now that we are registered with OfS as we need to do a transparency return. How many applied, how many accepted, how many of those accepted the offer, how many did we reject, what were their gender, age, ethnicity and other details. We need to publish this and it is related to inclusivity. New students complete their HESA form about background, previous qualifications, etc. It is personal data collected to submit to HESA.</p> <p><b>UC:</b> Is it a new document?</p> <p><b>TR:</b> Yes, transparency return needs to be returned once you are registered with the OfS.</p> <p><b>UC:</b> We are going through a transition as a committee but, going forward, it would be good if there were a list of required documents so moving forward, we could be more involved. Members could help with that burden in terms of documents which need to be structured and prepared.</p> <p><b>TR:</b> Yes, happy to work with members and have their input so we</p>	<p>Transparency Return to be uploaded</p> <p>Timetable of documents which need to be structured and prepared for Board members</p>	<p>TR</p> <p>TR/UC</p>	<p>When requested</p> <p>Update at next meeting</p>

	<p>can try to work on documents. You do need data available to make sense of that and put it into the correct format. But always good to have scrutiny and others to oversee it.</p> <p><b>UC:</b> A timetable in place would also be useful.</p> <p><b>TR:</b> Yes. Need to strengthen the Board and the Committee Structure.</p>			
<p><b>12) Student Matters</b></p>	<p><b>TR:</b> CC, would you like to give us your thoughts?</p> <p><b>CC:</b> I have just completed my DET programme.</p> <p><b>TR:</b> You were part of the external examiner visit, weren't you?</p> <p><b>CC:</b> Yes, the meeting was positive. Initially she was asking unexpected questions, but we also asked questions of her. Overall, a very positive meeting. She was happy with the response with us and how the college is managed, and we informed her that the students are adequately supported and that we are happy.</p> <p><b>TR:</b> We had a DET visit, and the EE looked at policies and documents, picked random student from the cohort to look at their work and they have now released the qualifications so we can order certificates for any student who complete the course. The only one that is outstanding is Travel and Tourism, but nobody will get a certificate until 2023 as the EE could only look at two units so it is pending. The Business and DET EEs looked at all the units for DET and Business. This was positive.</p>	<p>None</p>	<p>N/A</p>	<p>N/A</p>

<p><b>13) Action Plan Update</b></p>	<p><b>TR:</b> The QAA report which we went through during the inspection in 2019, is important for this. We need to monitor ourselves and see how we can improve in terms of quality and standards. We need an action plan based on recommendations from this report. Previously we needed to publish an action plan, but we did not have to do that this time. Just look at it internally and act on recommendations.</p>	<p>Action Plan to be assessed internally</p>	<p>TR</p>	<p>Update at next meeting</p>
<p><b>14) Any Other Business</b></p>	<p><b>UC:</b> Do we have any other business?</p> <p><b>TR:</b> For next time, if you look at our terms of reference and see whether we need to add anything to the agenda or if you would wish anything to be added so we can prepare for it? We can update you regarding the assessment board which is due in September and we can update the members in the next meeting. I will forward minutes.</p> <p><b>UC:</b> Thanks to members for coming. I looked at the website and I can see we are progressing and working well as a team.</p>	<p>Board members to give any feedback</p>	<p>Board Members</p>	<p>Update at next meeting</p>
<p><b>15) Date for Next Meeting</b> <b>16)</b></p>	<p>February 2023</p>		<p>N/A</p>	<p>N/A</p>