

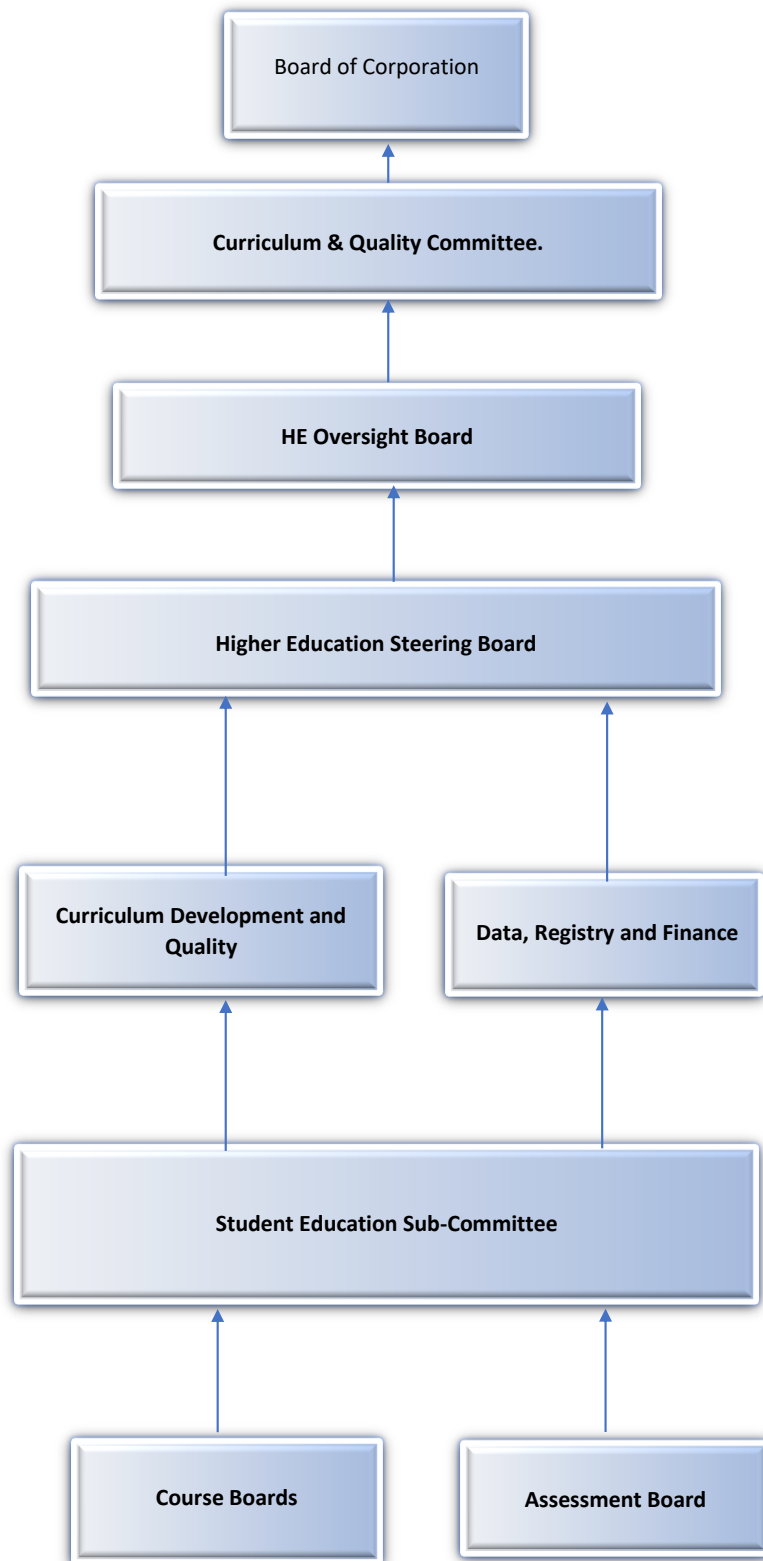
Newham College

Deliberative Committee and Board Handbook

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DEFINITION OF BOARDS OR COMMITTEES	Error! Bookmark not defined.
INTRODUCTION	

Welcome to the Newham College College's deliberative committee handbook, it provides information in relation to the HE deliberative and group structure and the terms of reference, together with additional information relating to the operation and membership of these groups.

The College uses its deliberative group structure for formal to make recommendations to the HE Steering Board and/or the College Executive, together with the development, implementation and compliance assurance of its policies and strategies. In addition to ensuring decisions are fully considered and formally recorded, they are used for consultation and communication, both internally and externally. The Boards or Committees draw members from across the College HE and the College more widely this makes a key contribution to collegiality and are essential for the effective handling of College's higher education business. The discussion of issues and by making decisions through boards ensures that the College is operating transparently and is accountable for its activities. The smooth running of the boards is essential to the future success of the College HE as an academic institution. In addition, Freedom of Information (Fol) legislation also requires a more uniform approach to how decisions are made.



GROUP STRUCTURE SECTION 1. Terms of reference

1.1. HE Steering Board (HESB)

HE Steering Board- Terms of reference	
Chair	Deputy Principal
Reports to	H E Oversight Committee
Membership	VP Quality Director of Finance Director of Management Information Systems (MIS) Director of Marketing Director of Quality and Standards (HE) Curriculum Directors Student Representative
Quorum	Five members Chair (or nominee) VP Quality Director of Finance Director of MIS Director of Marketing & Communications (or nominee) Director of Quality and Standards (HE)
In attendance (as required)	Representatives from HEI Partners and Awarding Organisations Director of HR
Frequency	Three meetings
Minuting	Executive
Summary of purpose	The HE Steering Board is the decision-making forum of the college in relation to the Quality and Standards, development and direction of its HE provision. It is situated at the top of system of academic governance. The delegation of specific responsibilities to its sub-committees means that the HE Steering Board is able to fulfil its academic governance and compliance role effectively. The HE Steering Board also takes responsibility for providing guidance to Executive regarding the function and purpose of HE at the college as a whole.
Terms of Reference	<ol style="list-style-type: none"> 1. Developing and monitoring the implementation of the College's overall HE Strategy; 2. Maintaining and enhancing the academic quality of the College's academic provision and assuring academic standards for all of its awards, in keeping with the College's strategic goals; 3. Make recommendations to the Executive and Governors on any matters referred to the HE Steering Board by its Committees or on any other matter relating to academic quality and standards assurance; 4. Approve changes to Policy, Procedures or Standard Operating Practices;

	5. Establishing sub-committee or task and finish groups as are appropriate for the expedient execution of business setting clear limits of delegated authority, responsibility and reporting arrangements for the work of these Committees;
Policy Responsibility	All, including Academic Regulations
External Regulation/Bodies	All

1.2. Academic Development & Quality Committee (AD&Q)

Quality and Standards Committee - Terms of reference	
Chair	VP Quality
Reports to	Quality and Standards Committee
Membership	Head of Quality Directors of Curriculum (x2 from HNC/D) Admissions Manager Director of Marketing Director of Student Services Registrar – ILR Manager Director of Quality and Standards (HE) Student Representative
Quorum	Five members to include; Chair (or nominee) Student Representative Director of Student Services Vice Principal Quality Directors of Curriculum (x2 from HNC/D) Director of Quality and Standards (HE)
In attendance	Representatives from HEI Partners and Awarding Organisations As required
Minuting	HE Registry
Frequency	3 per year and one extraordinary meeting to ratify the annual SED
Sub-Committee	Student Education Committee
Summary of purpose	<p>Through a schedule of reporting this Committee will oversee the framework for the quality and standards of learning, teaching and assessment at the College HE. This will include responsibility for the development and maintenance of regulations, policies and codes of practice as they relate to the College's quality processes and procedures. It will also include maintaining oversight of the requirements of external quality assurance bodies, such as the Quality Assurance Agency, and other Professional, Statutory and Regulatory Bodies (PSRBs).</p> <p>It is responsible for the generation and development of new curricula and initiatives to enhance employer engagement and employability. It also takes responsibility for advising and providing the strategic direction of the College's HE provision, including course development, modification, review and closure.</p> <p>Advisory to College HE Steering Board</p> <ol style="list-style-type: none"> 1. To advise on the quality framework that assures HE provision, taking account of both the internal and external context. 2. To recommend new and revised regulations, codes of practice, and policies and guidance for the maintenance and enhancement of the quality and standards to the HE Steering Board.
Terms of Reference	<ol style="list-style-type: none"> 1. To complete and ratify the annual SED; 2. To ensure alignment of the College' HE policies and procedures with UK-wide frameworks as they relate to the UK Quality Code for Higher

	<p>Education;</p> <ol style="list-style-type: none"> 3. To monitor and oversee the implementation of the relevant internal processes, regulations, codes of practice, policies and guidance, including oversight of action planning associated with student surveys; 4. To monitor the quality and standards of programmes to ensure that the College HE policies have been implemented appropriately; 5. To review proposals for establishing new or revised educational partnerships and to ratify new course initiatives; 6. To generate and develop new curriculum and initiatives to enhance employer engagement and employability; 7. To contribute to and steer the College' HE Strategy; 8. To approve the validation, major revision or discontinuation of programmes; 9. To monitor the development of HE curriculum within the expectations of the College's HE Strategy; 10. To establish Task and Finish Groups to address key strategic developments.
Policy Responsibility	<p>Student Protection Plan Academic Regulations Complaints and Appeals Academic Misconduct Assessment Guidance for Staff Appeals Process Mitigating Circumstances Assessment Board Tor and Membership Recognition of Prior Learning Learning and Teaching Personal Tutoring Policy Student Engagement Procedure Fitness to Study Policy Access and Participation Statement Course Development, Modification, Review and Closure Access and Participation Statement Annual Course Review Attendance and Engagement Policy Student Engagement Procedure</p>
External Regulator/Body	OfS, QAA, OIA, PSRBs,

Student Education Committee (Operational) - Terms of reference	
Chair	Director of Quality and Standards (HE)
Membership	VP Quality Head of Quality Head of Learning Centre Head of Student Support Student Representation Curriculum Directors
Quorum	Five members to include; Chair (or nominee) Student Representative <ul style="list-style-type: none"> a. VP Quality (or nominee) b. Head of Student Support c. Head of Learning Resources centre (or appropriate delegate) and <ul style="list-style-type: none"> d. Two Curriculum Directors
In attendance	Director of HR
Minuting	HE
Frequency	4 annually
Summary of purpose	Responsible to Academic Development and Quality Committee for enhancing the quality of all aspects of the students' experience including learning, teaching and assessment, student support and the impact of scholarship.
Terms of Reference	<ol style="list-style-type: none"> 1. To promote and monitor compliance with existing policy and procedures 2. To contribute to the development of institutional policy and procedures relating to student education; 3. To receive and summatively report on External Examiners to Academic Development and Quality Committee; 4. To receive and summatively report on Annual Course Reviews and the findings of Course Boards; 5. To consider and respond to issues raised by student representatives (academic); 6. To encourage and disseminate good practice, innovation and flexibility of delivery in the student experience, learning, teaching, support and assessment and liaison with internal departments and external bodies; 7. To ensure alignment with institutional strategic priorities; 8. To encourage and disseminate good practice in quality assurance and the maintenance of academic standards, monitoring the operation of processes through review mechanisms including Annual Course Review meetings and Student Reviews; 9. To monitor the College's recruitment and admissions activity; 10. To make recommendations regarding CPD to the Academic Development and Quality Committee;

	11. To monitor the development of the College's portfolio via reports from the Assessment Board, Course Boards, Board;
Policy Responsibility (review and recommendations only)	<p>Academic Regulations Complaints and Appeals Academic Misconduct Assessment Guidance for Staff Appeals Process Mitigating Circumstances Assessment Board Tor and Membership Recognition of Prior Learning Learning and Teaching Personal Tutoring Policy Student Engagement Procedure Fitness to Study Policy Access and Participation Statement Course Development, Modification, Review and Closure Student Protection Plan Access and Participation Statement Annual Course Review Attendance and Engagement Policy Student Engagement Procedure</p>
External Regulator/s/Body	QAA, OfS, PSRBs, OIA

1.3. Finance, Data and Registry Committee (FDRC)

Finance, Data and Registry Committee	
Chair	Chief Operating Officer
Membership	Deputy Principal Director of Finance Director of MIS Directors of Curriculum (x2 from HNC/D) Admissions Manager Registrar – ILR Manager Director of Quality and Standards (HE)
Minuting	Registry
Quorum	Six members to include; Chair (or Nominee) Director of Finance Director of MIS Directors of Curriculum (x2 from HNC/D) Registrar – ILR Manager Director of Quality and Standards (HE)
In attendance	As required
Frequency	3 annually
Summary of purpose	To ensure the accurate and timely return of all data across the College, is full, accurate and timely. All data to be maintained in a secure and robust fashion.
Terms of Reference	<ol style="list-style-type: none"> 1. To ensure robust and accountable systems that place a shared understanding at it centre of data returns including; <ol style="list-style-type: none"> a. Assessment Boards, b. Awards and Progression, c. ILR d. Transparency Data Requirements (F1) e. HESES, f. Bursary Awards, g. UCAS, h. NSS, i. Graduate Outcomes j. Attendance and retention, completion data; 1. To monitor and respond to any relevant FOI requests; 2. Ensure that all decisions relating to payment allocations and bursaries are fully recorded together with the thinking behind the decision making; 3. To ensure the College’s compliance with CMA requirements; 4. To advise the HE Steering Board on all matters are relevant to Data, Finance and the student registry.

Policy/Procedure Responsibility	Widening Participation Statement (Finance) Terms and Conditions Student Compensation and Refund Policy Criteria Public Information and Communications (external) Data Strategy Student Transfer Plan Student Protection Plan
External Regulators/Bodies	CMA, OfS,

SECTION 2. BOARD and COMMITTEE PROCEDURES AND PROTOCOLS

2.2. General information

It is important that all members of a Board and or Committee understand the following:

The formal terms of reference of the Board and or Committee;

The constitution and membership of the Board and or Committee;

The role that the Board and or Committee takes within the College;

Any formal rules of procedure, regulations or customs and practice;

The place of the Board and or Committee in the College's structure and thus its reporting relationships.

2.3. The Role of the Chair

The role of the Chair is to regulate the conduct of the Board. S/he will determine the order of business within meetings and be responsible for achieving the completion of the Board's tasks within the overall time available. The Chair will be responsible for ensuring that decisions will be taken or deferred, for facilitating fair and balanced discussion amongst members of the Board, for seeking views or comments from members or non-members and, at the end of each item, enabling the Board to reach a decision.

2.4. The Role of the Board and or Committee Secretary

The role of the Secretary is to service the Board and to work with the Chair to facilitate it.

The Secretary will be responsible for ensuring that the membership of the Board is as prescribed by its terms of reference (including arranging for appointments to be made where appropriate) and informing members of any other information relating to the Board, including dates of meetings. The Secretary will be responsible for arranging meetings and drafting the agenda in conjunction with the Chair. The Secretary is also responsible for ensuring that the minutes are taken at the meeting and appropriate action taken after the meeting. The Secretary may also need to liaise with the Chair between meetings to conduct any business that arises. The role is essentially enabling and supportive.

2.5. The Role of Board and or Committee members

All Board members are required to:

1. Understand the role and responsibilities of the Board, its remit and terms of reference;
2. Make time to read and understand the papers prior to the meeting;
3. Attend the meeting, or submit apologies where this is not possible;
4. Be punctual and remain to the conclusion of the meeting;
5. Contribute to discussion using inclusive language and in a respectful manner to other colleagues at all times and to address comments via the Chair.

5.1. Preparation for meetings

1. Calendar

A calendar of all Board and or Committee meetings is drawn up annually and will normally be made available in July of the preceding academic year.

2. Annual schedule of business

An annual outline schedule of business will be drawn up, setting out some of the key matters to be considered by the principal Boards and or Committees. Although agenda items can be proposed by any member of the College, the final agenda will be set by the Chair.

3. Agenda setting

The order of the agenda will be decided by the Chair. However, the basic principle is that procedural items, such as confirmation of the previous minutes and matters arising, will be at the start of the agenda, the more substantial items will be towards the middle, with matters and/or minutes for report at the end. The agenda will also clearly identify the venue and start and finish times of the meeting.

Papers relating to particular items on the agenda may be prepared by a variety of people but will all be gathered together by the Secretary to circulate with the agenda. The Chair and

Secretary will also ensure that the documents/papers will be of a style and length appropriate to the meeting, and that they are given a document number.

Agenda items will be numbered sequentially at each meeting. Wherever possible the item will be more informative than just a title and will indicate the objective of the item, for example, whether members are being asked to consider an issue or are receiving a paper for information. The initials of the presenter should also be provided. It is useful to use the following introductory phrases:

To agree (the minutes)

To report (facts, background information)

To receive (a document)

To consider (a proposal, a recommendation, a paper etc)

To approve (a proposal or recommendation)

Confidential items, which are not for publication, will be clearly identified on the agenda.

Consideration will be given to the slot that item occupies, particularly where it would not be appropriate for certain members, e.g. student representatives, to be present at the discussion.

4. Circulation of papers

Papers relating to agenda items will be provided to the Secretary in print-ready condition (either paper or electronic) no later than seven days before the meeting at which they are due to be considered. The Secretary will then arrange circulation of electronic copies of papers normally a minimum of five days before the meeting. (The Chair and Secretary will control whether late papers will be deferred or considered at the particular meeting, subject to the Board's and or Committee's agreement).

If an agenda item includes documents to be produced separately from the main agenda papers (e.g. a bound document or report), sufficient copies of the documents should be supplied to the Secretary at the same time as the agenda papers.

5. Numbering of papers

All papers received must be referred to in the agenda and again in the minutes. It is a requirement of the formal Boards and or Committee that all papers for consideration will be circulated with the agenda. Papers should not be tabled, unless in exceptional circumstances, and with prior agreement from the Chair.

SECTION 3. PROCEDURES FOR MEETINGS

3.1. Attendance of members

Attendance is an obligation on members and should be given a high priority. A note of apologies should be sent to the Secretary where attendance is not possible.

Meetings must start on time, unless key members have not arrived and are expected to do so. If the Chair has not arrived and cannot be contacted a Vice Chair or Deputy Chair will start the meeting or, if no-one has previously been appointed to such a position, the members will agree amongst themselves a temporary Chair.

Members present at a meeting will have their attendance recorded by the Secretary.

However, if a Board or Committee member is due to present a paper and cannot attend the meeting, they can arrange for someone to attend the meeting for a timed item to present the paper.

3.2. Following the agenda

1. The Chair will be responsible for ensuring that the agenda is followed in an orderly fashion and notify the meeting of any time limits which may need to be imposed on discussions to ensure the business can be attended to within the time allotted.
2. On a routine agenda, the Chair will begin by noting apologies for absence which have been given in advance of the meeting. Other members may wish to add apologies which have been given to them and the Secretary should record these as well.

If the business is not entirely routine, or if the Board and or Committee is meeting for the first time or has new members present, the Chair may wish to detail how s/he intends to conduct the meeting.

3.3. Rules of discussion

1. In order to ensure that consistent and high-quality debate and discussion takes place, Chairs will be asked to observe and enforce the following procedures:
 - a. Everybody will be given an equal opportunity to speak
 - b. Inclusive language will be used at all times
 - c. Respect will be shown to colleagues at all times, even when disagreements occur

3.4. Decision taking

1. For each item of business on the agenda, a decision is usually required. This may simply be a decision that items for report will be received and noted, or there may be a need to agree a course of action or approve a recommendation. Where the Board or Committee cannot agree and a decision still needs to be taken, the Chair may call for a vote by a show of hands. In a case of equality of votes, the Chair of the meetings will have a second or casting vote.

3.5. Unfinished business

1. Towards the end of the meeting, there may be items of business which will be unresolved because they have been deferred, or there is insufficient time left in which to consider them. If this is the case, the Chair, before the end of the meeting is reached, will normally ask members present how they wish to proceed. They may decide to:
 - a. Prioritise the items left in a different order to that in which they appear on the agenda, to ensure that essential items will be covered before the end of the meeting;
 - b. Extend the meeting;
 - c. Defer consideration of the items to the next scheduled meeting;
 - d. Adjourn the meeting and consider the items at an additional meeting to be held as soon as possible;
 - e. Delegate authority to the Chair and/or other members of the Board or Committee to take action on behalf of the Board. In this case, such action will be reported and endorsed at the next meeting of the Board or Committee.

3.6. Minute taking

During the meeting the Secretary will:

1. Keep a record of the meeting, including a record of attendance.
2. Judge the important issues; get them down accurately and completely in a form that can be understood afterwards.
3. Inform the Chair if a decision to be minuted is not clear or is incomplete before the Board or Committee moves on to the next item.

Purpose and structure

The purpose of minutes is to provide a permanent, and accessible, record of what passed at a particular meeting. For those unable to attend a meeting, minutes provide a summary of the discussions which took place, the decisions which were reached, and the actions which are to be taken as a consequence of decisions reached at the meeting. Minute-writing thus involves summarising the key points of the meeting and ensuring accurate representation of all that took place. The key feature of minutes is their objective and neutral tone and the breadth of the information that they provide. They record all discussions that took place, placing no emphasis on particular discussions or points. The structure of minutes is generally dictated by the agenda that was circulated prior to the meeting which provides details of what is to be discussed.

3.7. Establishing Group and Task and finish groups

To assist it in its work, a Board or Committee may establish ad hoc time limited task and finish groups or a longer-term steering/advisory group. The remit and terms of reference of groups will be determined by the parent Board. The chair of the group should be a member of the parent Board, but other members can be drawn from the wider College community. The parent Board should also set a time limit for each group's existence. Groups and panels business can be conducted less formally but regular reports must be submitted to the group with overall responsibility.

SECTION 4. APPENDICES

4.1. Meeting Protocols

Before the meeting

- a. Leave plenty of time to access papers.
- b. Book the room in advance and ensure that is appropriate in terms of size, furniture, ventilation, etc. and make any necessary arrangements for refreshments.
- c. Circulate members in advance asking for any agenda items and giving a deadline for responses.
- d. Prepare a draft agenda or schedule of work, together with any supporting papers, and discuss with the Chair at least one week before the meeting. In doing this, check to see if any items recur on a yearly or other periodic basis.
- e. Prepare final documentation and circulate to members ten days before the meeting.

During the meeting

- a. Ensure that a clear record of any recommendations, decisions etc. is taken
- b. Record attendance
- c. Advise the meeting on any procedural issues
- d. Make sure the Chair follows the agenda and that no items have been omitted.

After the Meeting

- a. Discuss recommendations/resolutions with the Chair and agree appropriate follow-up action
- b. Write to those who need to know about the Board's decisions
- c. Draft minutes for approval by the Chair
- d. Circulate minutes or notes (remembering to attach tabled papers for members who weren't present)
- e. Ensure information from the meeting is appropriately circulated to other Board or Committee Secretaries/specified individuals
- f. Remind members of any work to be done before the next meeting
- g. File all papers and place electronic copies of all documents on the shared drive.