

HIGHER EDUCATION

FACILITATION GROUPS HANDBOOK

2016/17

Vers.2.0

INTRODUCTION

Welcome to the College HE Facilitation Groups Handbook, which provides information in relation to the HE deliberative and executive group structure and where they sit within the wider College 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 and executive group structure for formal decision making, development and implementation 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. Groups draw members from across the College, making a key contribution to collegiality, and are essential for the effective handling of College business. Discussing issues and making decisions through groups ensures that the College is operating transparently and is accountable for its activities.

In addition to this structure, the college uses various panels, steering/advisory groups, task and finish groups and forums. Their smooth running is essential to the future success of the College as an academic institution. In addition, Freedom of Information (FOI) legislation also requires a more uniform approach to how groups are conducted, serviced and subsequent minutes recorded and stored; this is also covered in the handbook.

GROUP STRUCTURE AND PURPOSE

The HE Strategic Group takes responsibility for providing the strategic direction of HE at the College, this includes both Quality and Development.

The HE Curriculum Development Group is responsible for the generation and development of new curriculum and initiatives to enhance employer engagement and employability. The HE Curriculum Development Group also takes responsibility for providing the strategic direction of the College's HE provision.

The Quality Enhancement Group is responsible for enhancing the quality of all aspects of the students' experience including learning, teaching and assessment, and the impact of scholarship. This also provides a forum for debate and for the development and monitoring of the College Quality Strategies.

The Student Recruitment and Marketing Group will work with curriculum teams to develop and implement the Student Recruitment Strategy with a view to determining the strategic direction for student recruitment.

The Finance Data and Registry Group will ensure the accurate and timely return of all statutory returns together with all relevant data relating to student recruitment, retention and completion.

SECTION 1 - ACADEMIC GOVERNANCE

An effective governance structure requires a strong link between corporate and academic governance to support the formation of institutional strategy and the integrity of its academic provision, and is vital to the life of the College. At City College Brighton and Hove strong links are created through a shared understanding of the functions cross membership of the different structures (the Principal chairs both SMT and HE Strategic Group for example) and through a pervasive commitment to excellence and the College mission.

The deliberative group structure is where the College's core academic business is discussed and academic policy and strategy determined. It is concerned with ensuring the academic rigour, health and vibrancy of higher education at the College. HE Strategic Group is the senior HE deliberative group.

The executive structure is concerned with the effective management, and operational requirements, including the deployment of resources.

The structure for academic governance also forms part of the regulatory framework within which the College operates.

1.1 HE Strategic Group (HESG)

The HESG is the senior HE deliberative group and is chaired by the Principal. Its role is to approve academic policies, oversee the academic standards and quality of academic activity and provide advice on the strategic direction of HE at the College. HE Strategic Group provides the Executive with assurance that the College's HE Strategy is fit for purpose and approves new and revisions to existing academic policy. HE Strategic Group has oversight of all academic provision through the academic regulatory framework and the quality management and enhancement mechanisms. A clearly defined schedule of business ensures oversight of key areas of responsibility. Representation on the HE Strategic Group comes from across the College and from all levels within the structure and includes student representation.

1.2 Quality Enhancement working group (QEWG)

The QEWG reports to HESG and is principally concerned with the enhancement of learning, teaching and assessment informed by scholarship, including capturing, developing and disseminating best practice. This group has the oversight of and responsibility for academic standards and quality. QEWG is chaired by the Assistant Principal for HE and is supported by the Director of Teaching, Learning, Assessment and Quality at the College. Representation on QEWG comes from across the College and from all levels within the structure and includes student representation.

1.4 Curriculum Development Group (CDG)

The CDG has oversight of the development of the academic portfolio, including future developments and changes. CDG is chaired by the Assistant Principal of HE and makes recommendations to HE Strategic Group on programme developments. Representation on CDG comes from across the College and from all levels within the structure and includes student representation.

1.4 Student recruitment and Marketing Group (SRMG)

The marketing group has responsibility for the overall Student Recruitment Strategy of the college and includes student representation. This will include the development, implementation of robust marketing and schools liaison activity,

2. Terms of reference

2.1 HE Strategic Group (HESG)

HE Strategic Group - Terms of reference	
Chair	Principal
Membership	<p>Assistant Principals</p> <p>Director of Teaching, Learning, Assessment and Quality</p> <p>Heads of Curriculum</p> <p>Staff representatives:</p> <p>Curriculum Leads x 3</p> <p>Student representative</p> <p>HE Academic Officer (Secretary to the Board)</p>
In attendance (as required)	<p>Head of Finance</p> <p>Director of Marketing & Communications</p> <p>Director of HR</p>
Minute taker	HE Directorate
Frequency	5 ordinary meetings annually plus one extra-ordinary SED panel
Summary of purpose	<p>Responsible to Executive</p> <p>The HE Strategic Group also takes responsibility for providing the strategic direction of the College's HE provision.</p>
Terms of Reference	<p>To contribute to and approve the College HE Strategy document.</p> <p>To monitor through a specified schedule of reporting, the compliance of curriculum areas with the requirements of the College's regulatory and quality assurance frameworks to ensure the standards of awards, the quality and enhancement of the students' learning opportunities, and the quality of public information.</p>

	To receive reports of the proceedings of its sub-groups and to give directions to and consider recommendations from such groups.
Date of last review	

2.2 HE Curriculum Development Group (CDG)

HE Curriculum Development Group - Terms of reference	
Chair	Assistant Principal HE
Membership	Assistant Principal HE Assistant Principal Curriculum Heads of Curriculum Student representative
In attendance	As required
Minute taker	HE Directorate
Frequency	3
Summary of purpose	Responsible to HE Strategic Group The HE Curriculum Group is responsible for the generation and development of new curriculum and initiatives to enhance employer engagement and employability. The HE Curriculum Development Group also takes responsibility for providing the strategic direction of the College's HE provision.
Terms of Reference	To generate and develop new curriculum and initiatives to enhance employer engagement and employability. To contribute to and approve the College HE Strategy document. To approve the validation, major revision or discontinuation of programmes. To monitor through a specified schedule of work, the Development of HE curriculum within the expectations of the College's HE Strategy. To approve the validation, major revision or discontinuation of programmes. To establish Task and Finish Groups to address key strategic developments.
Date of last	

2.3 Quality Enhancement Working Group (QEWG)

Quality Enhancement Working Group - Terms of reference	
Chair	Assistant Principal HE
Membership	<p>Director of Teaching, Learning Assessment and Quality</p> <p>Assistant Principal Curriculum</p> <p>Heads of Curriculum</p> <p>Representative from Student Support</p> <p>Curriculum Leads x 2</p> <p>Student representative</p>
Minute taker	HE Directorate
Frequency	6 annually
Summary of HE purpose	Responsible to HE Strategic Group for enhancing the quality of all aspects of the students' experience including learning, teaching and assessment, and the impact of scholarship. To provide a forum for debate and to develop and monitor the College Quality Strategies.
Terms of Reference	<p>To take cognisance of national and academic developments in learning, teaching and scholarship including the TEF and Office for Students.</p> <p>To promote, encourage and monitor student engagement as laid out in the Student Engagement Policy.</p> <p>To promote, encourage and monitor student engagement as laid out in the Student Success Strategy.</p> <p>To promote and monitor the implementation of the HE Quality Framework.</p> <p>To develop, implement, keep under review and advise on strategies and policies relating to learning, teaching and assessment, scholarship and research, quality and the enhancement of the student experience and employability.</p> <p>To ensure an effective response to external reviews as appropriate (e.g. QAA reviews, thematic reviews, etc.)</p> <p>To consider data from internal and external student surveys</p>

	<p>with specific regard to the quality of the learning experience.</p> <p>To consider institutional LTA issues arising from evaluations of programmes and student achievements in annual monitoring and external examiners' reports etc.</p> <p>To monitor and review the staff development and scholarly activity informing HE provision.</p> <p>To identify and disseminate good practice in learning, teaching and assessment, and to monitor learning and teaching initiatives which facilitate quality enhancement.</p> <p>To receive and respond to the outcomes of observations, learner walks and other student interactions, together with curriculum based information, and the outcomes of CPD including the TEF.</p> <p>To promote, monitor and review the development of high quality learning environments for students.</p> <p>To ensure effective liaison on academic policies, procedures and standards with regard to learning, teaching and assessment with key partners.</p>
Date of last review	

2.4 HE Student Recruitment and Marketing Group (SRMG)

HE Student Recruitment and Marketing Group	
Chair	Assistant Principal HE
Lead	Head of Marketing and Student Recruitment
Membership	<p>HE Academic Officer</p> <p>Widening Participation Officer</p> <p>Heads of Curriculum</p> <p>Curriculum Leads</p> <p>Student representative</p>
Minute taker	HE Directorate
Frequency	Approximately monthly
Summary of purpose	<p>Responsible to HE Strategic Group</p> <p>To work with curriculum teams to develop and implement the Student Recruitment Strategy with a view to determining the strategic direction for student recruitment.</p>
Terms of Reference	<p>Oversee the design, development and marketing of services</p> <p>Identify and evaluate new marketing.</p> <p>Provide the HE Strategic Group with advice and recommendations regarding marketing.</p> <p>To develop an evidence-based approach to promotional work and responsible recruitment.</p> <p>Ensure that all publicity materials are in- keeping with the Memo of co-operation and the Public Information Publishing Policy.</p> <p>To ensure implementation of and to monitor progress against the marketing strategy.</p> <p>To receive regular reports summarising market research activity and subsequent action plans.</p> <p>To ensure development of a corporate image and</p>

	communications strategy. To receive an annual 'demographics report' detailing the College's membership and its demographic breakdown and highlighting any areas of interest that arise from analysis of such breakdown.
Date of last review	

2.5 Finance, Data and Registry Group (FDRG)

Finance, Data and Registry Group	
Chair	Assistant Principal for HE
Membership	<p>HE Academic Officer</p> <p>Director of MIS</p> <p>Assistant Principal for HE</p> <p>Widening Participation Officer</p> <p>Student representative</p> <p>Chief Operating Officer</p> <p>Finance Management Accountant</p>
Minute taker	HE Directorate
In attendance (as required)	Heads of Curriculum
Frequency	6 annually
Summary of purpose	To ensure the accurate and timely return of all statutory returns
Terms of Reference	<p>To develop, implement and review robust and accountable systems for key data returns including;</p> <p>HEIFCS, OFFA, Bursary Awards, KIS Return, UCAS, retention, completion and attendance data, NSS and DHLE.</p> <p>Student Recruitment Data</p> <p>Ensure that all decisions relating to payment allocations and bursaries are fully recorded together with the thinking behind the decision making.</p>
Date of last review	

SECTION 2: GROUP PROCEDURES AND PROTOCOLS

3.1 General information

It is important that all members of a Group understand the following:

The formal terms of reference of the group;

The constitution and membership of the group;

The role that the group takes within the College;

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

The place of the group in the College's group structure and thus its reporting relationships.

3.2 The Role of the Chair

The role of the Chair is to regulate the conduct of the Group. S/he will determine the order of business within meetings and be responsible for achieving the completion of the Group'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 Group, for seeking views or comments from members or non-members and, at the end of each item, enabling the Group to reach a decision.

3.3 The Role of the Group Secretary

The role of the Secretary is to service the Group and to work with the Chair to facilitate it. The Secretary will be responsible for ensuring that the membership of the Group 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 Group, 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.

3.4 The Role of group members

All Group members are required to:

Understand the role and responsibilities of the group, its remit and terms of reference;

Make time to read and understand the papers prior to the meeting;

Attend the meeting, or submit apologies where this is not possible;

Be punctual and remain to the conclusion of the meeting;

Contribute to discussion using inclusive language and in a respectful manner to other colleagues at all times and to address comments via the Chair.

3.5 Preparation for meetings

3.5.1 Calendar

A calendar of all group meetings is drawn up annually and will be made available on at the beginning of the academic year.

3.5.2 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 groups. Although group agenda items can be proposed by any member of the College, the final agenda will be set by the Chair.

3.5.3 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.

3.5.4 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 group 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 group'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.

3.5.5 Numbering of papers

All papers received by a group must be referred to in the agenda and again in the minutes. It is a requirement of the formal groups 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.

3.5.6 Cover paper

All papers and reports for committees must be supported by a cover paper which should include a very brief outline of the context of the paper, a summary of the key issues and proposals, and clear detail of the action the Group is being asked to take. This will enable the Group to manage more effectively the discussion and decision making process relating to the business before it.

The cover sheet should include a summary box which provides members of the committee with a short outline of the contents of the paper, decision required and where appropriate where to find further information on the item under discussion. Authors are encouraged to keep papers as short as possible and include all supplementary information as annexes.

CITY COLLEGE BRIGHTON AND HOVE
HE STRATEGIC GROUP

Title of paper (e.g. City College guidelines for assessment)

Summary

This paper provides summary guidelines on assessment. It identifies priority areas for action.

Decisions required

Members are asked to agree the following:

- a) Workplan
- b) Allocation of staff.
- c) Members are also asked to discuss and agree the timeframe for implementation after taking account of decisions made in relation to a) and b) above.

SECTION 3: PROCEDURES FOR MEETINGS

4.1 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.

In order to ensure continuity at meetings, there is generally no provision for substitutions. However, if a group 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.

4.2 Following the agenda

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.

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 group 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.

4.3 Rules of discussion

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:

Everybody will be given an equal opportunity to speak

Inclusive language will be used at all times

Respect will be shown to colleagues at all times, even when disagreements occur

4.4 Decision taking

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 group 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.

4.5 Unfinished business

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:

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;

Extend the meeting;

Defer consideration of the items to the next scheduled meeting;

Adjourn the meeting and consider the items at an additional meeting to be held as soon as possible;

Delegate authority to the Chair and/or other members of the group to take action on behalf of the group. In this case, such action will be reported and endorsed at the next meeting of the Group.

4.6 Minute taking

During the meeting the Secretary will:

Keep a record of the meeting, including a record of attendance.

Judge the important issues; get them down accurately and completely in a form that can be understood afterwards.

Inform the Chair if a decision to be minuted is not clear or is incomplete before the group moves on to the next item.

4.7 Minutes of meetings

4.7.1 Purpose and structure

The purpose of minutes is to provide a permanent, and publicly-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.

4.7.2 Minute-writing style

- i) Minutes are written in full text, with no indented sub-paragraphs.
- ii) Each agenda item should carry no more than two to three summary paragraphs summarising the core information as discussed at the meeting. In some cases a more discursive style might be appropriate.
- iii) Minutes do not refer to the members who made the particular points, as they are intended to record agreements reached by the committee acting as a whole. However, members may occasionally wish a minute to be recorded against their name (eg. If they wish it to be noted that they are in dissent with a committee's decision). Members are referred to by their position when they are introducing a report or making a point as a representative of a particular group.
- iv) Any decisions or actions agreed by the committee must be clearly recorded.
- v) Any discrepancies between the papers indicated on the agenda and the papers actually considered by the committee must be noted. If papers marked 'to follow' did not do so this should be recorded so that an accurate record of the committee's papers can be maintained.

4.7.3 Action sheets

An 'action sheet' listing the actions identified at the meeting is attached to the front of the minutes when they are circulated. The action sheet is used by committee members and secretaries to monitor agreed actions and inform agenda setting for the next meeting of the committee. A sample action sheet is provided below.

4.7.4 Minute numbering and titling

Minutes of committees are sequentially numbered from the committee's first meeting. Minute numbers do not recommence at the start of the year but are continuous throughout the life of the committee.

Each minute has a title (in bold type) and is followed by any related paper in brackets.

4.7.5 Publication of minutes

Draft minutes will be agreed with the Chair prior to circulation to group members. After approval by the Chair, unconfirmed minutes will be circulated as soon as

possible following the meeting and a copy filed appropriately. Notes of the HE Strategic Group (HESG) will be distributed to SMT members.

4.8 Establishing groups and Task and finish groups

To assist it in its work, a group 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 group. The chair of the group should be a member of the parent group, but other members can be drawn from the wider College community. The parent group 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 RECORDS MANAGEMENT

This section of the handbook includes guidance on complying with the Freedom of Information Act (2000) and managing and storing Group records.

5.1 Freedom of Information Act (2000)

The Freedom of Information Act (2000) places requirements on all public authorities to be as open and accountable as possible in releasing information to the public. The main elements of the Act have implications for the information produced by Groups.

5.2.1 Requests for information

The Freedom of Information Act (2000) allows individuals to request access to any information held by the College. This means that any recorded information, including typed documents, database records, e-mails or even hand-written notes is potentially available to the public on request. This clearly has huge implications for the way Groups are serviced, as it means that any Agenda item, set of minutes or even the notes made at a meeting could potentially be made public.

5.3 Guidelines for management of records

Group Secretaries are responsible for papers and documents which represent important College records, providing evidence of the College's decision-making processes.

Group Secretaries are responsible for keeping master copies of agendas, papers and minutes for their Group on the shared drive of the main College server. It is important for these electronic master copies to be easy to locate, as these records are often required as evidence - for example, by auditors.

5.3.1 Records of task and finish groups

A basic record of the discussions and decisions of task and finish groups should be retained by the person responsible for managing the group. This will not always be the Group Secretary, but may for example be the project manager (or similar) for the particular piece of work. It is not necessary to keep all information relating to the task group – just a record of key discussions/decisions. These records should generally be kept for 3 years following completion of the project.

SECTION 5: TEMPLATES

6.1 Agendas

6.1.2 Agenda Organisation and Layout

Agenda items for all groups are organised according to the following sequence of business:

Welcome and apologies

Minutes and matters arising

Constitution and membership (for the first meeting of the academic year and at other meetings where appropriate)

Chair's business (not used for all groups)

Matters for consideration and/or decision

Reporting committees and working groups

Papers for information (where applicable)

Date, time and location of remaining meetings in this academic session

Secondary numbers are allocated to items included under main items, eg. 4.1, 4.2 etc.

Font is Arial, point size 11.

The agenda must include the following information:

A heading, all in upper case, consisting of 'City College Brighton and Hove', the parent committee (the name of the committee(s) to which the committee reports, e.g. HE Strategic Group) and the name of the committee itself.

CITY COLLEGE BRIGHTON AND HOVE

THE STRATEGIC GROUP

FINANCE, DATA AND REGISTRY GROUP

The date, the day of the week, time and place of the meeting.

Contact telephone number/email details of the Secretary to whom members may send apologies or make enquiries regarding papers for the meeting.

Be numbered (see 5.1.3).

6.1.3 Referencing of Committee Papers on the Agenda

Most agenda items will have papers relating to that item of business. Ideally, all papers will be available for inclusion with the main circulation of papers. In instances where this is not possible, the agenda will indicate whether they are *to follow* in a separate circulation or will only be available for distribution at the meeting, i.e. **To be tabled**. Tabled papers are discouraged (and for some committees, disallowed) and allowed only at the discretion of the chair. In general, they are only permitted by Chairs if they are brief papers circulated only for information.

Paper numbers are allocated to agenda items with papers attached. The paper number should be referenced on the agenda by listing the paper number in bold type and in brackets following the item, e.g.

'1 Minutes and matters arising

Paper numbers consist of the committee initials, followed by the year – paper number for that year.

Where papers will follow in a separate circulation in advance of the meeting, the words 'to follow' are added in italics after the paper number.

5.1.4 Confidential Business

Confidential papers should be clearly marked as such and may be differentiated from non-confidential papers by being printed on pink paper. Any confidential papers must be circulated in envelopes marked 'confidential'.

6.1.5 Example Agenda

CITY COLLEGE BRIGHTON AND HOVE

HE STRATEGIC GROUP

Agenda for the meeting of the Higher Education Strategic Group to be held on 1 October 2016 at 9.00 am in Room PT311, Pelham Tower

1. Welcome and apologies.
2. Minutes and matters arising.
 - 2.1 Minutes of the meeting held on 14 June 2015 (**HESG14-22**)
 - 2.2 Matters arising:
A N Other item
3. Constitution and membership
(will appear on the agenda of the first meeting of the committee in the academic session or when specifically requested by the Chair).
4. Chair's Business
 - 4.1 A N Other item (**HESG14-23**)
(e.g. Policies/procedures for implementation, course development/modules, External Examiner nominations etc.).
5. Matters for consideration and/or decision
 - 5.1 A N Other item (**HESG14-24**)
6. Reporting Committees and Working Groups
 - 6.1 A N Report (**HESG14-25**)
 - 6.2 A N Report (**HESG14-26**)
7. Papers for information (if applicable)
8. Date, time and location of remaining meetings in this academic session.

If you are unable to attend please contact (Secretary name) on extension xxx,
a.n.other@ccb.ac.uk.

Author/source

Date

9. Minutes and matters arising.

SECTION 6: APPENDICES

Meeting Protocols

6.2.3 Before the meeting

Leave plenty of time to collect papers.

Book the room in advance and ensure that is appropriate in terms of size, furniture, ventilation, etc. and make any necessary arrangements for refreshments.

Circulate members in advance asking for any agenda items and giving a deadline for responses.

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.

Prepare final documentation and circulate to members ten days before the meeting.

6.2.4 During the meeting

Ensure that a clear record of any recommendations, decisions etc. is taken

Record attendance

Advise the meeting on any procedural issues

Make sure the Chair follows the agenda and that no items have been omitted.

6.2.5 After The Meeting

Discuss recommendations/resolutions with the Chair and agree appropriate follow-up action

Write to those who need to know about the Group's decisions

Draft minutes for approval by the Chair

Circulate minutes or notes (remembering to attach tabled papers for members who weren't present)

Ensure information from the meeting is appropriately circulated to other Group Secretaries/specified individuals

Remind members of any work to be done before the next meeting

File all papers and place electronic copies of all documents on the shared drive.

DEFINITION OF BOARDS/GROUPS/GROUPS ETC

To ensure the role and purpose of any group within the College is clear the following titles should be used consistently across the College without variation.

Board	The HE Strategic Group is the pinnacle of the College's Governance Structure. Board business will be conducted formally using formal agendas, papers and minutes for each meeting.
Group	A Group has decision making powers derived from the HE Academic Board, a defined membership, terms of reference, rules of operation and the ability to create sub-groups (subject to the approval of HE Academic Board), task and finish groups and for Group business will be conducted formally using formal agendas, papers and minutes for each meeting.
Task and Finish (T&F) Groups	<p>A task and finish group can be set up by a board/group to consider a specific topic, task or project with a time limited remit. The task and finish group has powers only to make recommendations to its parent board/group or sub-group for approval, but does not have decision making powers of its own. It usually has a specific, time limited functional role, a core membership, less formal rules of operation and a clear reporting line to its parent board/group/sub-group. Once the task and finish group has completed its specific function it is disbanded.</p> <p>Task and finish group business can be conducted less formally with no requirement for formal agendas, papers and minutes for each meeting. There will be a final report to the parent board or group and if necessary interim reports.</p>
Forum	A forum has no specific decision making powers, is topic based often with a looser membership (and frequently draws quite a large membership from across the College), and can raise any issues or make recommendations through the formal group structure. A forum can be temporary or permanent. Forum business can be conducted less formally with no requirement for formal agendas, papers and minutes for each meeting. There are no specific reporting requirements.
Panel	A panel is a generic term for a group which makes decisions or recommendations, but which is not part of the governance and

	<p>group structures. Panels normally operate outside the governance and group structures as part of the management process but will have set criteria/procedures and/or terms of reference. The administration of the panels would be coordinated by the relevant service or corporate area.</p>
<p>Review</p>	<p>The flow of business between the HE Strategic Board, QEWG, and CDG etc. will be kept under constant review by the Chairs of the groups. Each board, working group or group should undertake an annual review at an appropriate point which enables that group to review its operation and effectiveness and helps establish strategic priorities.</p>