



University College  
of Osteopathy

# Committee Handbook



Core Documentation Cover Page

# Committee Handbook

Version number	Dates produced and approved (include committee)	Reason for production/ revision	Author	Location(s)	Proposed next review date and approval required
V1.0	Mar 2013 SMT	To outline best practice for Chairs, Secretaries and Committee Members for all BSO Committees and standardise papers across senior level committees.	Deputy Head of Quality & Fundraising Manager	All master versions will be held in J:\0 Quality Team - Core Documentation Hard Copy provided on request	Autumn 2013
V2.0	Dec 2013 Corporate Services Director	Minor Amendments to reflect revised committee structure and committee and role titles following Academic Governance Review in Jun and SMT Effectiveness Review in Nov 2013.	Head of Quality	All master versions will be held in J:\0 Quality Team - Core Documentation Hard Copy provided on request	Autumn 2015 Or when updates are required outside of this review date.
V3.0	Oct 2014 PRAG Chair	Administrative Amendment to update Committee Structure & Tables.	Head of Quality	All master versions will be held in J:\0 Quality Team - Core Documentation Hard Copy provided on request	Oct 2016 Or when updates are required outside of this review date.
V4.0	Dec 2016 PRAG Chair	Administrative Amendments to update staff titles and responsibilities and committee titles.	Head of Quality	All master versions will be held in J:\0 Quality Team - Core Documentation Hard Copy provided on request	Dec 2018 Or when updates are required outside of this review date.
V5.0	Aug 2017 PRAG Chair	Administrative Amendment to update institution name change from British School of Osteopathy to University College of Osteopathy, staff role titles and committee titles.	Head of Quality	All master versions will be held in: J:\0 Quality Team - Core Documentation Intranet	Dec 2018 Or when updates are required outside of this review date.

<b>Equality Impact</b>	
Positive equality impact (i.e. the policy/procedure/guideline significantly reduces inequalities)	
Neutral equality impact (i.e. no significant effect)	X
Negative equality impact (i.e. increasing inequalities)	
<p><b>If you have any feedback or suggestions for enhancing this handbook, please email your comments to: <a href="mailto:quality@uco.ac.uk">quality@uco.ac.uk</a></b></p>	

### **Acknowledgements**

The UCO would like to acknowledge support from the following for their publications used in the compilation of this Handbook:

- Acknowledgement is made to the University of Salford's Committee Handbook 2012-2013 which contributed to and supported the development for this handbook.
- University of Bedfordshire Governance Manual.
- Committee of University Chairs' Guide for Members of Higher Education Governing Bodies in the UK Governance Code of Practice and General Principles.

# Committee Handbook

## CONTENTS

1.	Introduction .....	6
2.	Governance and Management of the UCO .....	7
2.1	<i>The Board</i> .....	7
2.2	<i>Board Committees</i> .....	7
2.3	<i>Recruitment, Appointment of New Board Members and Term of Office</i> .....	8
2.4	<i>Induction and Training of Board members</i> .....	8
2.5	<i>Public Benefit Statement</i> .....	8
2.6	<i>Risk Management</i> .....	9
2.7	<i>Statement of Trustees' Responsibilities</i> .....	9
2.8	<i>Further Information Regarding the Board</i> .....	10
2.9	<i>Annual General Meetings</i> .....	11
2.10	<i>Academic Governance Structure &amp; Committee Interrelationships</i> .....	11
	<i>Diagram 1: The UCO's Academic Governance Structure and Committee Interrelationships</i> .....	12
3.	General Committee Information.....	13
3.1	<i>Committees in Operation at the University College of Osteopathy</i> .....	13
3.2	<i>Committee Terms of Reference, Membership &amp; Quorum</i> .....	13
3.3	<i>Committee Papers</i> .....	14
	<i>Diagram 2: Standard Committee Paper Referencing Format &amp; Electronic File Naming Example</i> .....	15
	<i>Table 1: UCO Committees and Committee Codes</i> .....	16
3.4	<i>Committee Meeting Dates</i> .....	20
4.	Roles and Characteristics of Committee Members .....	20
4.1	<i>The Chair</i> .....	20
4.2	<i>The Secretary</i> .....	22
4.3	<i>Lead Secretary Guidance</i> .....	24
4.4	<i>Committee Members</i> .....	25
4.5	<i>Guidance for Chairs &amp; Secretaries Regarding Student Representatives Committee Members</i> .....	26
	<i>Table 2: Student Representative Committee Membership</i> .....	28

5.	Course Team Meetings .....	30
6.	Observers at Committee Meetings .....	33
	<i>Table 3: Committee Meetings to which Observers may Request to Attend .....</i>	<i>34</i>
7.	Electronic Meetings.....	39
8.	Publication & Openness of Committee Minutes and Papers .....	40
	8.1 <i>Freedom of Information Act 2000 .....</i>	40
	8.2 <i>Data Protection Act 1998.....</i>	40
	8.3 <i>Transparency &amp; Openness of Committee Documentation .....</i>	40
	8.4 <i>Confidential Committee Business.....</i>	41
9.	Information for Secretaries .....	42
	9.1 <i>Getting to Know Your Committee .....</i>	42
	9.2 <i>Induction for new Committee Members.....</i>	43
	9.3 <i>Timetable of Work.....</i>	43
	<i>Table 4: Example Committee Timetable of Work.....</i>	<i>43</i>
	9.4 <i>Preparation Prior to Meetings - Agendas .....</i>	44
	9.5 <i>Preparation for the Meeting .....</i>	46
	9.6 <i>At the Meeting.....</i>	46
	9.7 <i>After the Meeting – Producing Minutes .....</i>	46
	9.8 <i>Between Meetings .....</i>	49
	9.9 <i>Handing Over a Committee to a New Secretary .....</i>	50
10.	Committee Self-Evaluation .....	51
	Appendices .....	52

## 1. INTRODUCTION

- 1.1 This handbook provides information and guidance and describes regulations and procedures for the efficient and consistent operation and servicing of committees established at the University College of Osteopathy (the UCO).
- 1.2 This handbook has been prepared as an induction for new Secretaries, Chairs and members of the committees and as an aid for more experienced staff. It is hoped that it will promote high standards and consistency of committee servicing across the UCO. Committee Secretaries and Chairs and Members should familiarise themselves with this handbook and understand the format of committee documentation which has been adopted by the UCO.
- 1.3 The guidelines and templates included in this handbook must be used by all UCO committees. Chairs, Secretaries and Committee Members should read and refer to this handbook as it outlines best practice.
- 1.4 Committees are a vital part of the UCO however they can be costly, particularly in terms of staff time. Participants in all committee meetings should therefore ensure that business is conducted as effectively and efficiently as possible, without compromising the quality of the decisions which emerge or the accuracy of their recording. Many factors contribute to the success of a committee:
  - a) The Chair has an important role in managing the meeting effectively and verifying that the record of the meeting is complete, accurate and clear.
  - b) The Secretary has an important role in ensuring that correct committee papers are produced, collated and circulated, that accurate and concise minutes of meetings are recorded and that the committee is kept well informed of committee business.
  - c) Committee Members (including the Chair and Secretary) have an important role in being aware of committee Terms of Reference, committee business and relevant developments and policy to ensure that effective and appropriate decisions are made.
- 1.5 This Handbook provides an overview of how Freedom of Information and Data Protection legislation may impact upon committee-related tasks such as preparation of agendas and related papers, minute taking and the identification of individuals in minutes and papers. Whether you are writing reports, short notes or formal minutes, you must remember that all such documents are liable for disclosure under Freedom of Information and Data Protection legislation. There is more information on this in [Section 6](#).
- 1.6 This Handbook provides templates for standard types of committee papers (e.g. agendas, minutes and reports) as appendices which can also be found on the UCO's intranet or requested from the UCO's Core Documentation Holder.
- 1.7 If you have any comments or queries about the content of this Handbook, please contact the Head of Quality.

## 2. GOVERNANCE AND MANAGEMENT OF THE UCO

### 2.1 THE BOARD

2.1.1 A Board of Directors / Trustees (the Board) governs the UCO. The Board is responsible for determining the policies and the strategic direction of the UCO as an exempt charity and meet a minimum of four times a year, delegating the day-to-day operations of the organisation to the Chief Executive and the Senior Management Team.

### 2.2 BOARD COMMITTEES

2.2.1 The following committees are sub-committees of the Board. Members of the Board are nominated to sit on a number of these sub-committees according to their skills and area of expertise, enabling these committees to act in advisory capacity to the Board.

2.2.2 Board sub-committees operate under specific terms of reference that are approved by the Board. Certain functions of the Board may be delegated to its sub-committees but decisions are ultimately approved by the Board. The Board annually reviews its sub-committees and their members to ensure that an appropriate and balanced range of skills is represented. Committees normally meet in accordance with annual planned dates.

2.2.3 The following committees act in an advisory capacity to the Board:

- a) The Audit and Risk Committee normally meets four times a year and is responsible for overseeing the UCO's audit and risk management and to report thereon to the Board of Directors. This committee is chaired by a Board Member with relevant expertise and experience.
- b) The Finance and Estates Committee normally meets four times a year and is responsible for overseeing the development and implementation of the UCO's financial and estate strategies and to report thereon to the Board. This committee is chaired by a Board Member with relevant financial management expertise and experience.
- c) The Fundraising Committee normally meets four times a year and reviews the UCO's fundraising strategy to ensure that this accords with the UCO's wider strategic objectives. It also identifies individuals, trusts and organisations that may support the UCO's fundraising objectives. A Board Member with relevant experience and expertise in fundraising is an active member of this committee.
- d) The Nominations Committee meets as required each year to review the composition of the Board and recommend the appointment of members via the UCO's Annual General Meeting or through co-option.
- e) The Remuneration Committee (of the Principal's Group) meets as required each year to set annual performance measures for the Members of the Principal's Group and assesses their performance over the previous year. This Committee determines the policy for the Principal Groups' total remuneration and benefits, including performance-related pay and bonus payments. This committee is

normally chaired by the Chair of the Board and another Board Member acts in an independent capacity.

- f) The Equality Committee meets at least once a year to assure, improve and promote equality for all UCO users as required under the Equality Act 2010. This includes consideration of: disability, race, religion, gender, age, sexual orientation, marriage & civil partnership, gender reassignment and pregnancy & maternity. This committee is also responsible for the generation of objectives, implementation and annual review of the UCO Single Equality Scheme. A Board Member with relevant experience and expertise in fundraising is an active member of this committee. Whilst the Equality Committee formally reports to the UCO Management Team, it also reports to the Board in an advisory capacity.
- g) The Principal's Group normally meets weekly and, acts to ensure effective leadership of the UCO, advises the Principal on key strategic issues facing the UCO, oversees the strategic planning process regularly reviewing and recommending to the Board of Directors the UCO's strategic priorities, plans and risks, approves the principles and methods for resource allocation and receives quarterly reports on the financial activities of the UCO.
- h) The Academic Council normally meets four times a year and is accountable to the Board for all academic matters related to the UCO.

## 2.3 RECRUITMENT, APPOINTMENT OF NEW BOARD MEMBERS AND TERM OF OFFICE

- 2.3.1 The Board advertises and receives suggestions from stakeholders for potential new members, and consider whether these applicants meet the skills required to fill vacant roles and responsibilities on the Board. Applicants who are approved by the Board must be elected by the shareholders at an Annual General Meeting (AGM). A skills review is undertaken annually before recruitment of new Board members.
- 2.3.2 Board members serve three years and may be re-elected for a further three years with the exception of the Principal & Chief Executive, who is a Board member whilst holding the appointment as Principal.

## 2.4 INDUCTION AND TRAINING OF BOARD MEMBERS

- 2.4.1 All newly appointed Board members receive an information pack about the UCO's work, its governance structure, policies and financial information. They also undertake a comprehensive induction programme with an agenda covering all areas of the charity's activities and the responsibilities of trustees. On-going training is provided to all trustees as required.
- 2.4.2 An induction booklet for new Board Members can be found on the UCO's intranet: [http://intranet.uco.ac.uk/guidelines\\_and\\_handbooks/staff](http://intranet.uco.ac.uk/guidelines_and_handbooks/staff).

## 2.5 PUBLIC BENEFIT STATEMENT

- 2.5.1 The Board members confirm that they have complied with the duty in Section 4 of the Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'. The UCO's charitable purpose is enshrined in its objects 'to advance education'. The Board ensure that this purpose is carried out for the public benefit by delivering services that are valued by the UCO's



patients and students and by providing services that are accessible to all through our bursary and non-commercial fees for clinical treatment. The structure of the Directors' Annual Report allows the UCO to report on the strategic aims, to explain the UCO's activities and achievements during the year and to show how these demonstrate public benefit.

## 2.6 RISK MANAGEMENT

2.6.1 The Board's systems of internal controls are designed to provide reasonable, but not absolute, assurance against material misstatement or loss. They include:

- a) A strategic plan, estates plan, and an annual combined budget approved by the Directors;
- b) Regular Board consideration of financial results, variance from budgets, cash-flows and fund-purposes, and non-financial performance indicators and benchmarking reviews;
- c) Controlled delegation of authority, segregation of duties and identification and management of exposure to risk.

2.6.2 The Board continues to keep under review the UCO's internal financial controls – as part of the UCO's formal Risk Management Policy and Procedures – in accordance with general guidance issued by the Charity Commission and on the basis of current best practice in corporate governance as set out in the Turnbull Report and relevant to the UCO as an exempt charity. This is a formal process:

- a) Embedding the control system in the day-to-day running of the UCO and its culture;
- b) Involving all areas of activity, governance and relevant stakeholders;
- c) Identifying the types of risks the UCO faces;
- d) Assessing their acceptability, likelihood, materiality and impact;
- e) Ensuring that adequate, cost effective and efficient systems and controls to mitigate risks are enacted, and that reported defects in controls are duly evaluated and remedial action taken;
- f) Identifying and monitoring levels and areas of authorisation and responsibility for controls;
- g) Identifying and referring major risks to the Board of Trustees for review;
- h) Specifying the timetable for reviews by the Senior Management Team and the Board of Trustees.

2.6.3 The Risk Management Policy and Procedures are reviewed regularly and evaluated against the above criteria by the Senior Management Team. These evaluations are documented and reviewed by the Board.

## 2.7 STATEMENT OF TRUSTEES' RESPONSIBILITIES

2.7.1 The Board is responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations. Company law requires the Board to prepare financial statements for the UCO as a charity for each financial year. The

financial statements must be prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), and are required to give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for the year.

2.7.2 In preparing the financial statements the Trustees are required to:

- a) Select the most suitable accounting policies and then apply them consistently;
- b) Observe the methods and principles in the Further and Higher Education SORP;
- c) Make judgments and estimates that are reasonable and prudent;
- d) Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

2.7.3 The Board is responsible for ensuring that the charity has appropriate systems of controls, financial and otherwise. They are also responsible for keeping accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities Act 2011 and regulations made thereunder. They are also responsible for safeguarding the assets of the charity and ensuring their proper application under charity law, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

2.7.4 The Board is responsible for the maintenance and integrity of the financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements and other information included in annual reports may differ from legislation in other jurisdictions. The Board have confirmed that so far as they are aware, there is no relevant audit information of which the charitable company's auditors are unaware, and that they have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

## 2.8 FURTHER INFORMATION REGARDING THE BOARD

2.8.1 Further information about the Board's role and responsibilities may be found in the "Articles of Association of the University College of Osteopathy" (the "Articles"), a copy of which may be requested from the UCO's Clerk to the Board. This information includes:

- a) Powers of the Board of Directors;
- b) Indemnity of Directors;
- c) Payment of Reasonable Expenses to Directors and Conflicts of Interest;
- d) The Keeping of Minutes of the Board of Directors;
- e) The Make-Up of the Board of Directors;
- f) Appointment and Retirement of Directors;
- g) Co-option of Directors;
- h) Disqualification and Removal of Directors;

- i) Meetings of the Board of Directors;
- j) Officers of the Board of Directors;
- k) Quorum of the Directors;
- l) Vacancies on the Board of Directors;
- m) Validity of Acts Done at Meetings of the Board of Directors;
- n) Delegation of Powers of Board of Directors to Committees.

## 2.9 ANNUAL GENERAL MEETINGS

2.9.1 An Annual General Meeting (AGM) is normally held once per year. The remit of the AGM is to:

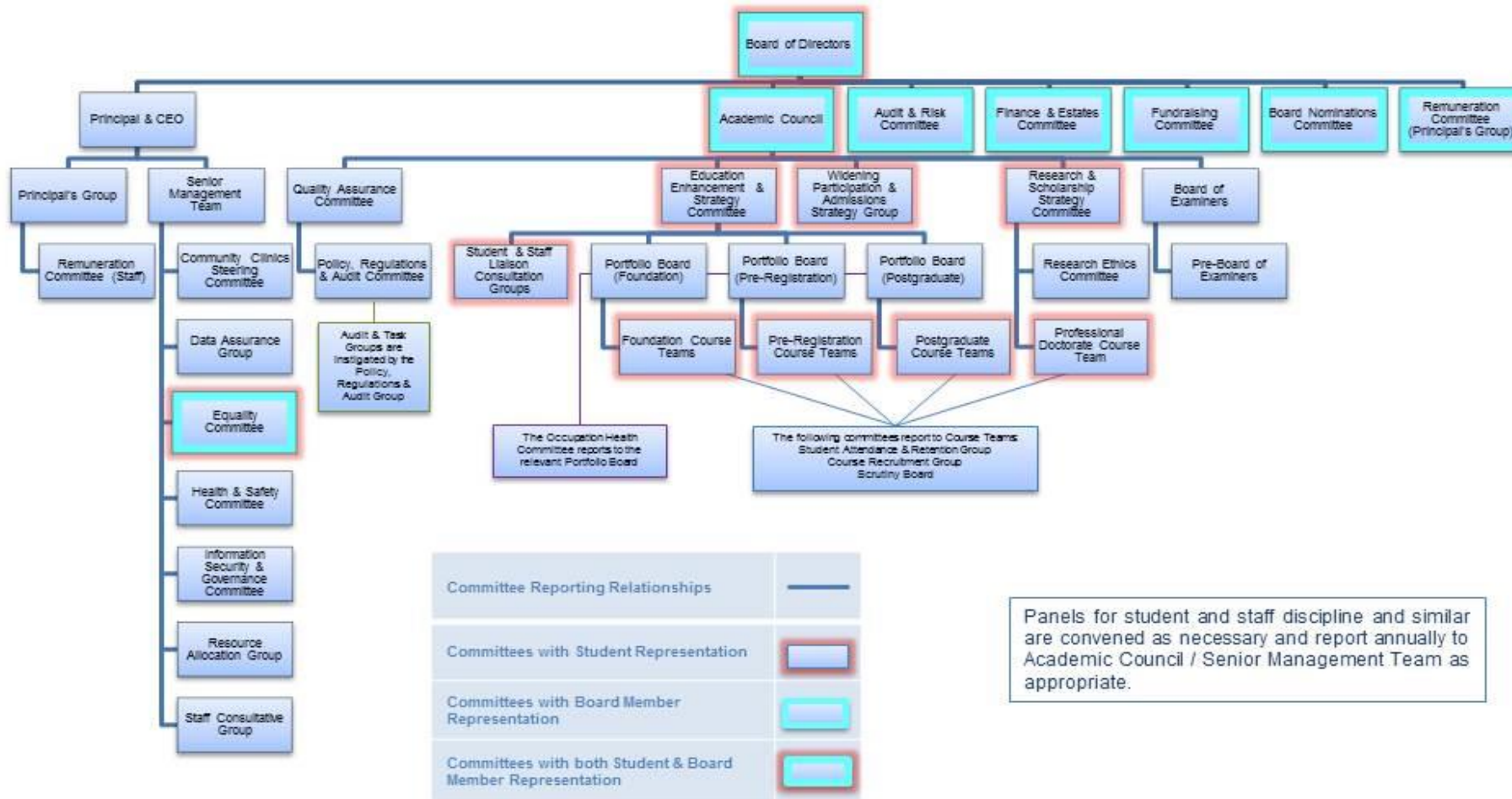
- a) To approve the minutes of the last Annual General Meeting of the Company;
- b) To receive and consider the Annual Report and Accounts of the Company/Charity for the year ended 31 July including the reports of the Directors and Auditors;
- c) To consider the appointment and re-appointment of Auditors;
- d) To authorise the Board of Directors to fix the remuneration of the Auditors;
- e) To consider the retirement of the directors;
- f) To elect and re-elect directors;
- g) To pass special resolutions – amendments and alterations to the Memorandum & Articles of Association;
- h) To transact any other business of the Company.

2.9.2 Further information about the AGM can be found in the “Articles of Association of the University College of Osteopathy” (the “Articles”), a copy of which may be requested from the UCO’s Clerk to the Board.

## 2.10 ACADEMIC GOVERNANCE STRUCTURE & COMMITTEE INTERRELATIONSHIPS

2.10.1 The UCO’s Academic Governance Structure and committee interrelationships are shown on in Diagram 1 below.

DIAGRAM 1: THE UCO'S ACADEMIC GOVERNANCE STRUCTURE AND COMMITTEE INTERRELATIONSHIPS



### 3. GENERAL COMMITTEE INFORMATION

#### 3.1 COMMITTEES IN OPERATION AT THE UNIVERSITY COLLEGE OF OSTEOPATHY

- 3.1.1 The committees in operation at the UCO are listed in Table 1 below. Their interrelationship and reporting lines are displayed diagrammatically in Diagram 1 above.
- 3.1.2 Each committee is assigned a Committee Code (see Table 1) for referencing and identification purposes, which may be used when referring to a particular committee in committee and other documents. It also forms part of the standard referencing format of committee papers enabling documents considered at committees to be easily identified and referenced.

#### 3.2 COMMITTEE TERMS OF REFERENCE, MEMBERSHIP & QUORUM

##### A) TERMS OF REFERENCE

- 3.2.1 Each committee in operation should have clear Terms of Reference which define the purpose and remit of the committee and any required reporting lines to another committee or other body as appropriate.
- 3.2.2 When a new committee is formed, the new committee or parent committee will develop its Terms of Reference and these must be approved by the parent committee.
- 3.2.3 Terms of reference can be amended as and when necessary, as well as when they are due for re-approval. Committee Secretaries should confirm that the Terms of Reference are the most up-to-date. Where changes to a committee's Terms of Reference are proposed, the Procedure for Reviewing UCO Committee Terms of Reference should be followed.

##### B) MEMBERSHIP

- 3.2.4 Within the Terms of Reference, the membership of the committee should be clearly stated. The membership should include all individuals required to participate as an active member of the committee and should normally be listed by committee role title. Committee members should be referred to by their committee role title within minutes/notes and other papers directly relating to committee business rather than their job title. This ensures that individuals are identified as a committee member and acting within the remit of the committee rather than in the capacity of their job role and that this is recorded as such.
- 3.2.5 Non-members including observers who attended a meeting or part of a meeting should be listed as attending in the minutes although they do not count towards the quorum and have no voting rights at meetings.

##### C) QUORUM

- 3.2.6 The Quorum of a committee stipulates the number of individuals required to be present at a meeting to make its business legitimate. This is normally expressed as a percentage of members required to be present, including any key committee members required to be present and can be found in the Terms of Reference of each committee.

3.2.7 Should the meeting not be quorate, the items on the agenda can still be discussed at the discretion of the Chair. However, the committee may not make final decisions on any matters delegated to the committee, but should make recommendations to the parent committee on any urgent matters. If a meeting is not quorate, further discussion may take place e.g. electronically after the meeting so that decisions can be made at a late date or by Chair's Action.

### 3.3 COMMITTEE PAPERS

3.3.1 Authors of papers are responsible for their quality, presentation and timely submission of papers for circulation by secretaries, and for ensuring that they have received any appropriate approvals before they are submitted. This includes adherence to the Core Documentation Management Policy and Procedure (Appendix 11).

3.3.2 When a paper first goes to a committee, it is the author's responsibility to fill in the second half of the Committee Paper Coversheet (see Appendix 6) and the secretary's responsibility to fill in the top half, in liaison with the author if necessary. If the paper then goes to another committee, e.g. a parent committee, it is the first secretary's responsibility to update the coversheet with any comments/changes/approval from the initial committee. The paper reference and any key elements in the discussion should be included in this section: 'Meetings at which this paper has previously been discussed (state committee paper reference):' as well as updating the recommended action for the committee.

3.3.3 Any paper that is considered by a committee should be referenced appropriately so that it can easily be identified by committee, committee meeting date and agenda item.

3.3.4 A Standard Committee Paper Referencing Format should be applied and implemented across all committees. This should also extend to the file name of electronic copies of the paper.

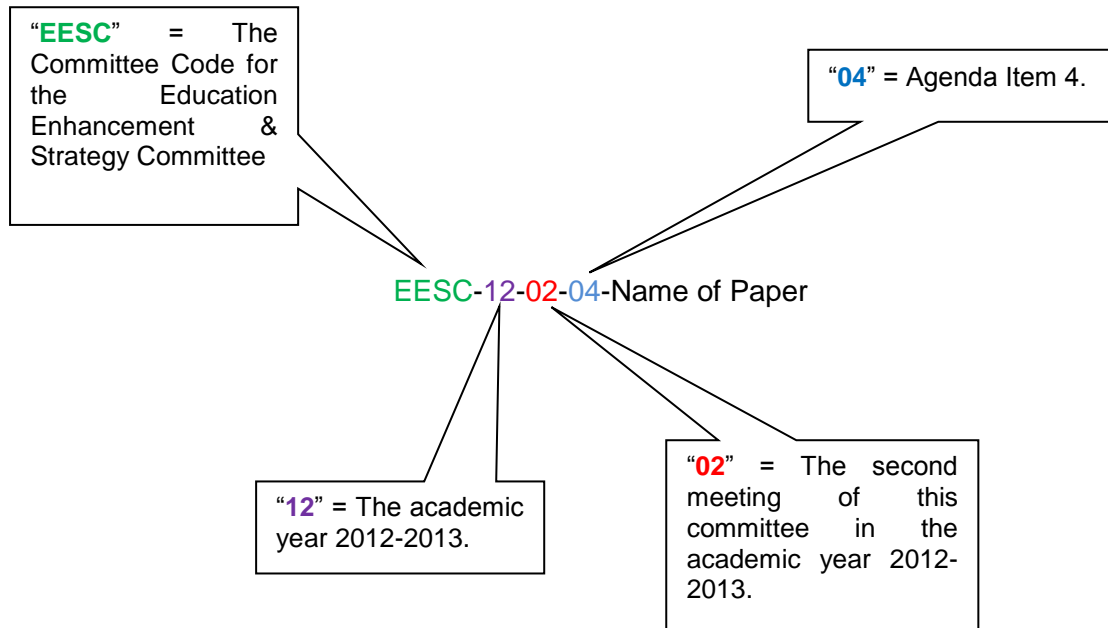
3.3.5 The paper reference and file name has five components as outlined below:

- a) The Committee Code as identified in Table 1.
- b) The academic year within which the committee meeting is taking place, i.e. a meeting taking place in the academic year 2012-2013 would be indicated by "12", for the academic year 2013-2014 this would be indicated by "13", etc.
- c) The meeting number of the academic year, i.e. the first meeting of a committee taking place in 2012-2013 would be indicated by "01", the third meeting of this committee taking place in 2012-2013 this would be indicated by "03".
- d) The agenda item which should correspond with the Committee Agenda Item Number under which the paper is being considered. If this is a single digit (e.g. Agenda Item 2, this should be preceded by a 0, i.e. 02).
- e) The name of the paper should then be added, concisely describing the paper, e.g. "Data Protection Policy".

3.3.6 The different components of the paper reference should then be separated by a hyphen as indicated in Diagram 2 and should be placed in a text box in the header at the top left of each committee paper.

DIAGRAM 2: STANDARD COMMITTEE PAPER REFERENCING FORMAT & ELECTRONIC FILE NAMING EXAMPLE

E.g. For a paper that was to be considered under Agenda Item 4 at the second meeting of the Education Enhancement and Strategy Committee in the academic year 2012-2013, the paper reference would be:



**TABLE 1: UCO COMMITTEES AND COMMITTEE CODES**

Governance Committees						
Committee Name	Committee Code	Reports To (Committee Code / Role)	Lines of Communication	Committee Chair	Lead Committee Secretary	Minute Secretary
Academic Council	AC	BoD	Principal & Chief Executive	Principal & Chief Executive	Academic Registrar	Deputy Registrar
Access to Higher Education Diploma (Osteopathic Sciences & Health Care) Course Team	ACT	PBF	SSLCG	Course Leader	Nominated Secretary	N/A
Audit & Risk Committee	ARC	BoD	N/A	Board Member	Executive Assistant	N/A
Board Nominations Committee	BNC	BoD	N/A	Chair of the Board	Executive Assistant	N/A
Board of Directors	BoD	N/A	Principal & Chief Executive & Board Sub-Committees	Chair of the Board	Finance Director	Executive Assistant
Boards of Examiners	BE	AC	N/A	Nominee from the University of Bedfordshire	Academic Registrar	N/A
Community Clinics Steering Committee	CCSC	SMT	N/A	Head of Clinical Practice	Clinic Co-ordinator	N/A
Course Recruitment Groups	CRG	Course Teams	N/A	The appropriate Course Leader	Admissions Tutor	N/A
Course Teams	CT	Relevant Portfolio Board	SC SSLCG	The appropriate Course Leader	Nominated Secretary	N/A
Data Assurance Group	DAG	SMT	N/A	Vice-Principal (Education)	Executive Assistant	N/A
DBS Risk Assessment	DBSRAG	QAC	N/A	Vice-Principal	Academic Registrar (for	N/A



Group		AC		(Education) or Head of Clinical Practice (for Applicants / Students) HR Manager (for Staff)	students)/ HR Assistant (for staff)	
Disciplinary Appeals Committee	DAC	SMT	N/A	Nominated by the HR Manager	HR Assistant	N/A
Disciplinary Committee	DC	SMT	N/A	Nominated by the HR Manager	HR Assistant	N/A
Education Enhancement & Strategy Committee	EESC	AC	QAC / SSLCG / FPB / PRPB / PGPB	Vice-Principal (Education)	Head of Quality	N/A
Equality Committee	EC	SMT	N/A	HR Manager	HR Assistant	N/A
Finance & Estates and Committee	FEC	BoD	N/A	Nominated Board Member	Executive Assistant	N/A
Fundraising Committee	FRC	BoD	N/A	Nominated Board Member	Executive Assistant	N/A
Health & Safety Committee	HSC	SMT	N/A	Principal & Chief Executive	HR Manager	N/A
Honorary Degrees, Academic Awards and Titles Committee	HDAATC	AC	N/A	Principal & Chief Executive	Executive Assistant	N/A
Information Security Governance Committee	ISGC	SMT	N/A	ICT Manager	N/A	N/A
Occupational Health Committee	OHC	Relevant Portfolio Boards	N/A	Student Support Manager	Academic Registrar	N/A
Policy, Regulations & Audit Group	PRAG	QAC	N/A	Head of Quality	Registry Assistant	N/A

Portfolio Board – Foundation Education	FPB	EESC	QAC SSLCG	Head of Foundation Education	Nominated Secretary	N/A
Portfolio Board – Postgraduate Education	PGPB	EESC	QAC SSLCG	Dean of Academic Development	Nominated Secretary	N/A
Portfolio Board – Pre-Registration Education	PRPB	EESC	QAC SSLCG	Nominated from the Committee	Nominated Secretary	N/A
Pre-Boards of Examiners	PBE	BoE	Portfolio Boards	Course Leader of the Course under Consideration	Academic Registrar	N/A
Principal & Chief Executive	N/A	BoD	AC	N/A	N/A	N/A
Principal's Group	PG	Principal & Chief Executive	BoD	Principal & Chief Executive	Executive Assistant	N/A
Quality Assurance Committee	QAC	SMT AC	EESC PBPG PBPR PBF	Vice-Principal (Education)	Head of Quality	Deputy Registrar
Remuneration Committee	RC	SMT	N/A	Nominated Board Member	HR Manager	N/A
Remuneration Committee of Principal's Group	RCPG	BoD	N/A	Chair of the Board	HR Manager	N/A
Research & Scholarship Strategy Committee	RSSC	AC	N/A	Vice Principal (Research)	Executive Assistant	N/A
Research Ethics Committee	REC	RSSC	N/A	Research Representative	Research Administrator, Secretary to the Research Committee	N/A

Resource Allocation Group	RAG	SMT	N/A	Principal & Chief Executive	Executive Assistant	N/A
Scrutiny Boards	SB	Course Teams	N/A	Academic Registrar	Academic Registrar	N/A
Senior Management Team	SMT	Principal & Chief Executive	N/A	Principal & Chief Executive	Executive Assistant	N/A
Staff Consultative Group	SCG	SMT	N/A	HR Manager	HR Assistant	N/A
Student and Staff Liaison & Consultation Groups	SSLCG	EESC	PBPG PBPR PBF	Student Experience Officer & SU President	Registry Assistant	N/A
Student Attendance & Retention Group	SARG	Course Teams	N/A	Academic Registrar	Registry Administrator	N/A
Widening Participation & Admissions Strategy Group	WPASG	AC	N/A	Admissions Tutor	Admissions Assistant	N/A

### 3.4 COMMITTEE MEETING DATES

- 3.4.1 The Quality Team normally produces an annual Institutional Calendar which contains proposed committee meeting dates prior to the new academic year. This is circulated to committee Chairs and Secretaries for their confirmation and is agreed by the Quality Assurance Committee.
- 3.4.2 Meeting dates of all committees are normally published to all UCO staff and students via the FirstClass “Institutional Calendar”.
- 3.4.3 All Secretaries should communicate meeting dates of the committees for which they are responsible to those committee members via FirstClass email (or an agreed email address for external committee members) prior to the beginning of each academic year.
- 3.4.4 All secretaries should ensure that committee meetings are allocated an appropriate room and that these are published via the FirstClass “Institutional Calendar” by liaising with the UCO Registry Department.

## 4. ROLES AND CHARACTERISTICS OF COMMITTEE MEMBERS

### 4.1 THE CHAIR

- 4.1.1 The principal responsibilities of the Chair are as follows:
  - a) To understand the purpose and objectives of the committee and play the lead part in planning the committee’s business to ensure coverage of the full range of its terms of reference in liaison with the Secretary and, where appropriate, Chairs of parent committees and sub-committees;
  - b) To promote and support the work of the committee;
  - c) To conduct committee meetings so that they are orderly, open and effective, particularly:
  - d) To determine who may speak and in what order;
  - e) To remind committee members of the standing agenda items and other committee protocols when necessary;
  - f) To keep the business of the committee meeting running smoothly;
  - g) To ensure that business is discharged in a timely fashion;
  - h) To make sure that the committee’s decisions are reported and acted upon appropriately in liaison with the Secretary;
  - i) To remain impartial, respect confidentiality and handle sensitive issues with discretion;
  - j) To represent the committee as required;
  - k) To contribute to the evaluation of the committee’s work and prepare a report on the outcome of the committee evaluation, which will be reviewed by the committee and its parent committee regularly.

- 4.1.2 Although an impartial facilitator, the Chair has the same voting rights as other members and, in the event of a tied vote, can cast a second, deciding vote if necessary.
- 4.1.3 To fulfil these responsibilities Chairs should aim to:
- a) Attend all meetings and maintain an understanding of committee work and related matters between meetings;
  - b) Be familiar with the committee's membership and terms of reference as well as general committee practice, including standing agenda items and reporting procedures;
  - c) Develop a close and co-operative working relationship with the committee Secretary;
  - d) Build good working partnerships with committee members and colleagues across the UCO;
  - e) Develop the trust of committee members and value their contributions;
  - f) Make sure that they are well informed of agenda items before meetings take place; and
  - g) Manage the business of committee meetings effectively, fairly and impartially, both encouraging participation and limiting debate as necessary.
- 4.1.4 The main duties and tasks that need to be undertaken by the Chair are:
- a) In liaison with the committee Secretary to participate in appropriate planning meetings at the start and end of each academic year, agreeing an annual schedule of business and meetings for the year;
  - b) In liaison with the committee Secretary to agree an agenda for each meeting, approve agenda items, commission reports and identify business as appropriate;
  - c) To meet with the Secretary to prepare for each meeting and receive briefings on agenda items;
  - d) To read the papers carefully in advance of the meeting, be aware of any issues and investigate any queries, inconsistencies or potential controversy;
  - e) To determine whether to allow late or tabled papers;
  - f) To start the meeting on time and make introductions as appropriate;
  - g) To manage committee discussions so that clear decisions are reached which identify what action needs to be taken, who is responsible, the timescale for this action and the nature of report back to the committee;
  - h) To take account of the Secretary's advice but to have the final say on matters of procedure and members' conduct;
  - i) To agree draft minutes prepared by the Secretary after each meeting. Chairs should note that in approving the wording of minutes they are not only approving their accuracy but also approving their status as statements which may be made available within or outside the UCO (e.g. through publication on the internet).

- j) To advise the Secretary on an action list and arrangements for reporting and disseminating committee decisions;
- k) To decide whether any urgent business arising between scheduled meetings requires the convening of an extraordinary meeting or Chair's Action;
- l) To take action on behalf of the committee to deal with business which requires action before the committee's next scheduled meeting but does not warrant the convening of an extraordinary meeting (see Chair's Action Template in 5a);
- m) To lead the committee in its regular self-evaluation exercise and prepare a report for submission to the parent committee.

#### 4.1.5 The characteristics of a good Chair are:

- a) Good listening and communication skills, including a willingness to consider ways in which meetings can be improved;
- b) Impartiality together with a clear focus upon achieving the aims of the meeting;
- c) An ability to summarise discussions fairly and succinctly to ensure that all those present accept and are clear about what has been decided;
- d) An ability to gain consensus and to avoid unproductive dispute;
- e) Willingness to exert authority when necessary but in an appropriate manner;
- f) Determination in ensuring follow-through.

## 4.2 THE SECRETARY

4.2.1 Committee servicing support is attached to all committees at the UCO and arranged as required for working parties. All committees are serviced by ongoing high-level support and will normally have a Secretary, Lead Secretary, Minute Secretary and / or Note Taker appointed to them.

4.2.2 Lead Secretaries are appointed to hold their role on a rolling basis. Minute Secretaries and Note-takers may also be appointed to hold their role on a rolling basis, although for some committees they may be drawn from support staff by the committee Chair. The list below distinguishes between the roles.

- a) Secretary: both drives the committee business and undertakes minute-taking duties during committee meetings, i.e. serving as both Minute and Lead Secretary combined.
- b) Lead Secretary: drives the committee business with the Chair by preparing agendas, papers, following up on action points etc. Minute Secretaries record the business during the meeting in Minutes and Matters Arising Documents, which Lead Secretaries review before sign-off from the Chair and full committee approval.
- c) Minute Secretary: records the action points and main matters of discussion during a committee meeting for review by the Lead Secretary (who then sends them to the Chair and full committee for approval). Minutes and Matters Arising Documents are required to follow standard templates.

- d) Note-taker: records the action points and main matters of discussion during a committee meeting for review by the Chair. Notes (for example, bullet pointed lists) are an appropriate format.

4.2.3 Individuals should ensure that they are clear on their role for each committee and at each meeting and this should be confirmed with the Chair if this is unclear.

4.2.4 The Principal Responsibilities of the Secretary are as follows:

- a) To have a broad knowledge of academic governance processes in general, particularly within the context of the UCO, and of the working of the committee, including relevant procedures and terms of reference, and to be able to advise on such matters;
- b) To promote the business of the committee including facilitating and co-ordinating procedures which are the responsibility of the committee;
- c) To maintain lists of membership and circulation lists, and full sets of agendas, papers and minutes for previous meetings in electronic and, if appropriate, in hard copy;
- d) To build a close and co-operative working relationship with the Chair;
- e) To remain impartial, respect confidentiality and handle sensitive issues with discretion;
- f) In liaison with the Chair to ensure that the committee's decisions are acted upon appropriately;
- g) To ensure prompt and appropriate referral of business where active consideration from another UCO committee or member of staff is required;
- h) To contribute to the evaluation of the committee's work.

4.2.5 The main duties and tasks that need to be undertaken by the Secretary are:

- a) In consultation with the Chair and prior to the start of the academic year to prepare a draft plan of committee business for the forthcoming year for approval at the first committee meeting;
- b) In liaison with the Chair to make arrangements for meetings including timing, venue and hospitality as appropriate;
- c) To record and collate items of business (including actions taken by the Chair) between meetings;
- d) To draft agendas, papers and reports in consultation with the Chair or other staff as required;
- e) To review the papers and reports prepared for the committee referring any queries back to paper authors as appropriate. This includes publishing relevant committee information (e.g. appropriate agenda items) on the UCO's Institutional Calendar.
- f) To reference all committee papers using the Standard Committee Paper Referencing Format.
- g) To be familiar with the content of papers for meetings;

- h) To ensure the timely distribution of committee papers to members by electronic means and in hard copy where appropriate;
- i) To receive and record any apologies for absence from members;
- j) To attend all meetings and keep an ongoing understanding and awareness of the committee's work and related matters between meetings;
- k) To verify that a meeting is quorate both at the start and during the course of the meeting;
- l) To produce minutes and reports of meetings for consideration by other committees;
- m) To ensure that decisions and actions are followed up in a timely manner and are reported at the next meeting;
- n) To brief the Chair prior to the meeting on any relevant issues, developments or matters arising from the previous meeting.
- o) To forward all copies of agreed minutes to the Core Documentation Holder after each meeting for central storage.
- p) To maintain their own up-to-date electronic records of committee documents for each meeting.

#### 4.2.6 The characteristics of a good Secretary are:

- a) Listens and communicates well;
- b) Is business-like, pays attention to detail and is reliable;
- c) Has excellent written language skills;
- d) Has excellent analytical skills;
- e) Has a good understanding of the respective roles of governance and management;
- f) Is diplomatic and assertive as appropriate;
- g) Demonstrates determination to ensure follow-through;
- h) Is patient, proactive and provides the committee with assistance and support.

### 4.3 LEAD SECRETARY GUIDANCE

#### 4.3.1 Normally all Lead Secretaries should adhere to the following guidance as appropriate:

- a) Be informed about the remit of the committee and advise the Chair on what can and cannot be done.
- b) Prepare agendas and papers for meetings and normally circulate two weeks' in advance, and no later than one week in advance, unless agreed by the Chair.
- c) Contribute to the discussions during the meeting as appropriate.
- d) Proof-read minutes to check that they are free from typographical/ grammatical errors.



- e) Ensure that all decisions have been recorded accurately and objectively, with responsibilities and timescales for actions.
- f) Send on minutes to the Chair for sign off and full committee for approval.
- g) Monitor the completion of action points including ensuring the flow of information and actions to other committees.
- h) Maintain the confidentiality of the discussions that took place in the meeting, as applicable.
- i) Minute Secretary and Note-taking guidance
- j) Normally all Minute Secretaries and Note-takers should adhere to the following guidance as appropriate:
- k) Check the quorum of the committee at the start of the meeting (and in advance, if possible) and record attendance. (This should be recorded in the first part of the minutes.)
- l) Record the major points of discussion - clarify points as the meeting progresses as necessary.
- m) Record all decisions accurately and objectively, with responsibilities and timescales for actions.
- n) Proof-read minutes/notes to check that they are free from typographical and grammatical errors.
- o) Send drafts to the Chair (or Lead Secretary first, if applicable) for amendment and approval.
- p) Check if the Chair (or Lead Secretary first, if applicable) would like you to circulate documentation to committee members or follow-up on action points.
- q) Maintain the confidentiality of the discussions that took place in the meeting, as applicable.

#### 4.4 COMMITTEE MEMBERS

##### 4.4.1 The principal responsibilities of committee members are:

- a) To make a positive and effective contribution to the work of the committee;
- b) To be clear about the functions of the committee;
- c) To keep the committee informed of issues of particular relevance to the committee;
- d) To attend all meetings or give apologies to the Secretary if unable to attend;
- e) To declare any personal or conflict of interest in any agenda items being discussed;
- f) To respect confidentiality and handle sensitive issues with discretion;
- g) To have an understanding of the UCO's academic policies, procedures and guidelines for academic quality and standards;
- h) To contribute to the evaluation of the committee's work;

- i) To respond in a timely fashion to requests for agenda items and any supporting papers;
- j) To read the papers prior to the meeting and note points to raise;
- k) Where alternates are permitted to represent full members in their absence, fully to brief the alternate and provide all the necessary paperwork prior to the meeting and to receive feedback after the meeting;
- l) To ensure that there is familiarity with pertinent issues;
- m) To undertake any action points in a timely manner.

#### 4.4.2 The characteristics of a good committee member are that they:

- a) Demonstrate high ethical and professional standards;
- b) Respect the authority of the Chair;
- c) Show courtesy and respect to other members;
- d) Participate fully in the meetings;
- e) Demonstrate an understanding of the business of the meeting;
- f) Are prepared to question accepted views and to defend independence of thought;
- g) Do not introduce irrelevant or divergent matters or business;
- h) Accept corporate responsibility and abides by agreed decisions.

### 4.5 GUIDANCE FOR CHAIRS & SECRETARIES REGARDING STUDENT REPRESENTATIVES COMMITTEE MEMBERS

#### A) OVERVIEW OF STUDENT REPRESENTATIVE ROLES

4.5.1 From the academic year 2012-13 the UCO has invited more student representatives to become members of a number of committees (see Table 2). This builds on previous experience at the UCO and is in-line with good practice<sup>1</sup> across Higher Education to enable, acknowledge and use the student voice by:

- a) Providing opportunities for individual and collective engagement
- b) Supporting students as partners to enhance student experiences
- c) Sharing information to ensure that all involved are informed
- d) Monitoring and reviewing the effectiveness of student engagement

4.5.2 All student reps will be members of the Student-Staff Liaison & Consultation Groups and some will also be members of other committees with academic, strategic and course operational remits. It is aimed that student reps will be appointed to roles by early October.

---

<sup>1</sup> UK Quality Code for Higher Education Chapter B5: Student engagement

- 4.5.3 Student reps will normally receive training in the autumn term and an ongoing point of contact in the Student Experience Officer. Committee Chairs also have an important part to play in supporting student reps to function effectively in their roles.
- 4.5.4 The following list summarises points that it is helpful to remember and remind reps of throughout the year. These will be very familiar to you but are helpful to bear in mind to make sure that reps are engaged effectively for the benefit of the student body and institution.

B) POINTS TO REMEMBER

- 4.5.5 Student reps are full members of committees (see Table 2) and should be invited to participate in committee work both at meetings and electronically (apart from in confidential student matters – and these instances should be made clear to reps).
- 4.5.6 Due to student workload, it may be helpful to draw reps' attention to particular items of business in advance of meetings or in electronic discussions.
- 4.5.7 Ensure that the items of business are clear to student reps by explaining the background and avoiding use of acronyms.
- 4.5.8 Managing expectations by being clear about the type of student engagement that is being requested and the rationale for this is important; for instance:
- 4.5.9 It might be appropriate to invite student reps to contribute to a consultation (greater involvement) on an issue because it affects their learning experience.
- 4.5.10 It might be appropriate to ask students to give their views (lesser involvement) on an issue that affects staff members' roles and has less impact on the student experience.
- 4.5.11 It would be helpful to remind reps of when they are being invited to canvass whole student body opinion and when only the views of their course/ year group peers are being requested – and, as point 4 above, why this is the case.
- 4.5.12 Reps are advised in their job descriptions of the expectation that they will carry out their roles responsibly; it would be helpful to remind them of the importance of confidentiality in some matters of business and that this is a professional competency.
- 4.5.13 Reps may raise business at a committee which is better addressed at another; the table below gives an overview of the committee functions.
- 4.5.14 Chairs should make clear to student committee members the appropriate remit of the committee, the appropriateness of discussions within and outside of committee meetings and of items that may be confidential and not to be discussed outside the meeting.

**TABLE 2: STUDENT REPRESENTATIVE COMMITTEE MEMBERSHIP**

<b>Committee</b>	<b>Summary of committee functions</b>	<b>Student representative role available</b>	<b>Student representative role function</b>	<b>Meeting frequency</b>
Board of Directors	The Board of Directors sets the vision and strategy of the UCO. It governs the function of the UCO by overseeing its work and managing risk.	1-2 Student Representatives sit on the Board of Directors.	Contribute to BoD's work with views from the UCO's whole student body.	4 times per year plus the Annual General Meeting
Academic Council	Main academic decision-making body	1 representative from a full time course 1 representative from a part time course NB usually these representatives would be students who are familiar with the UCO and therefore at least in their second year at the UCO (where this applies).	Contribute to Academic Council's decision-making with views from the UCO's whole student body.	4 times per year
Education Enhancement and Strategy Committee	Leads educational strategy and initiatives	1 representative from all courses at the UCO.  NB usually these representatives would be students who are familiar with the UCO and therefore at least in their second year at the UCO (where this applies).	Contribute to EESC's work with views from the UCO's whole student body.	4 times per year  (Reports to Academic Council)
Research & Scholarship Strategy Committee	Leads research & scholarship strategy and initiatives	1 representative from a research degree	Contribute with views from the UCO's research degree students	4 times per year  (Reports to Academic Council)

<b>Committee</b>	<b>Summary of committee functions</b>	<b>Student representative role available</b>	<b>Student representative role function</b>	<b>Meeting frequency</b>
Widening Participation & Admissions Strategy Committee	Develops strategy for admissions and widening participation	1 representative from all courses at the UCO.	Contribute with views from the UCO's whole student body.	1 per term  (Reports to Academic Council)
Student-Staff Liaison & Consultation Groups	Consultation forum for institutional matters raised by staff or students	1-2 representatives per course and year group.	Bring forward matters for consultation with staff from the course/year group and respond to matters for consultation from staff.	1 weekday meeting per term and 1 weekend meeting per term (attendance at either weekday or weekend is required, not both)  (Reports to Education Enhancement & Strategy Committee)
Course Teams	Manage the day-to-day operation of a course	1 representative per course.  NB usually these representatives would be students who are familiar with the UCO and therefore at least in their second year at the UCO (where this applies).	Contribute to the Course Team's work with views from the course/year group and bring forward course-specific matters from students to be discussed. Student representatives do not attend / participate during matters of confidential student business.	Monthly (this may involve electronic discussions rather than formal meetings)  (Reports to Portfolio Boards)

## 5. COURSE TEAM MEETINGS

- 5.1 Course Team meetings will be chaired by the appropriate Course Leader. A secretary is normally nominated to take minutes. Course Leaders are responsible for recording appropriate information from the minutes in the Course Journal (see Appendix 8a).

### A) COURSE JOURNALS

- 5.2 The course journal is intended to be a document that is owned by the Course Leader with input from the course team where issues arising from the running of courses are identified, and actions and outcomes monitored. The journal is also a record of recognised good practice so that this can be disseminated across the UCO. It is a mechanism for quality assurance and enhancement in that issues are recorded and actions taken, and provides information for feedback to students, and good practice.

#### HOW DOES THE COURSE JOURNAL OPERATE?

- 5.3 The Course Journal is the responsibility of the Course Leader with input from all members of the Course Team. Each new course would start from the point of approval, with the conditions and recommendations from the approval event, and identify actions taken in relation to them. Existing courses would start with issues from the start of the academic year e.g. from induction. At each meeting the Course Team will identify issues for inclusion in the journal, and receive feedback on issues previously identified, and add to the journal any items of good practice. The course journal must be a standing agenda item at every course team meeting.

#### HOW ARE ISSUES IDENTIFIED FOR INCLUSION IN THE COURSE JOURNAL?

- 5.4 There are a range of sources that can be used to identify journal entries and the process depends on continuous self-evaluation by course teams using data from a variety of sources including:
- Recruitment, entry, progression, achievement and progression data
  - Student feedback
  - External Examiner reports
  - Professional and statutory body comments and reports
  - Unit leader feedback
  - Recommendations and comments from: Portfolio Board, Education Enhancement Strategy Committee, Quality Assurance Committee, Student and Staff Liaison and Consultation Groups
- 5.5 There are a number of key questions that course teams need to consider for self-evaluative purposes such as:
- Is the content of the course relevant and up-to-date and do the course and unit information forms reflect this?
  - Do unit and course outcomes and the actual level of attainment in the outcomes allow the aims of the course to be met?

- c) Are teaching and learning methods appropriate to the outcomes of the course and the needs of the student group, including those from potentially disadvantaged backgrounds?
- d) Are clear and appropriate learning outcomes stated for the course and units?
- e) Is there a satisfactory level of student demand?
- f) Are student entry profiles appropriate to aims and learning outcomes?
- g) Are pass/progression rates satisfactory in relation to stated targets?
- h) Are award success rates satisfactory in relation to key targets?
- i) Do students have appropriate access to learning resources, regardless of disability?
- j) Is a safe and supportive environment provided for students?
- k) Are staff appropriately developed in relation to course needs?

5.6 The journal is used to record key points arising from this continuous self-evaluation by course teams and the actions taken as a result. For example, it may be considered that the completion rate on a course is unacceptably low, and investigations undertaken to ascertain why this is the case with actions to be identified in order to improve the completion rate.

HOW IS GOOD PRACTICE IDENTIFIED FOR INCLUSION IN THE COURSE JOURNAL?

5.7 Good practice may include:

- a) Well-established ways of working that have always been successful;
- b) New ideas generated to address specific issues;
- c) Innovations that have a demonstrable outcome, such as increased student satisfaction or attainment;
- d) Ways of working that students have reported as particularly useful in helping them succeed.

5.8 Sources of information will be the same as those identified above for issues, with a particular emphasis on those identified by third parties to the course team e.g. External Examiners, students, professional and statutory bodies.

HOW ARE GOOD PRACTICE AND ISSUES RECORDED?

5.9 The journal is a basic Word document that can be maintained electronically, and may be shared by course teams.

5.10 When the Course Team identifies an item of good practice it will be recorded as follows:

- a) Date entry made;
- b) Good Practice – a brief description of the practice;
- c) Source – there may be more than one source that has recognised the practice;
- d) Aspects to be disseminated – what parts could other course teams adopt?;
- e) Action taken to disseminate – what can be done to help spread the good practice.

5.11 Worked examples are shown in the sample journal ([Appendix 8b](#)).

- 5.12 Referencing is important as it provides every issue / item of good practice with a unique referencing number, making each one clearly identifiable. The referencing is based on the academic session and also indicates the chronological order of the issue. For example: An issue raised in the academic session 2012/13 will carry the prefix 12. Therefore, the first issue raised in 2012/13 would be referenced 12/01, the second 12/02, etc.
- 5.13 The date refers to the date an entry is made in the journal rather than the date the item is raised.
- 5.14 When the Course Team identifies an issue the issue must be clearly and succinctly defined, whilst providing the reader with a clear grasp of the heart of the issue. An easy mistake is to list the subject of the issue rather than the specific nature of the issue, e.g. 'student evaluations' as opposed to 'low return (30%) of student evaluations'.
- 5.15 The action you identify must be:
- Specific;
  - Measurable;
  - Achievable;
  - Realistic; and
  - Time-set, such that a successful outcome can be anticipated.
- 5.16 An individual will be allocated responsibility for progressing the issue, although in some instances may be supported by a team. If the action identified falls outside the remit of the course team you must record the mechanisms for reporting the issue to the appropriate forum / individual and nominate a team member to track that the action is taken. The identified date for action must be specific, e.g. 'end of February 2013'.
- 5.17 You must identify whether the issue is closed or ongoing and ensure that this information is kept up-to-date. Usefully this could be in bold to distinguish from the progress reports provided to keep the user up-to-date. For example:
- 25/4/08 – emailed Head of Area, awaiting response.
- 4/5/08 – response received, problem now resolved - **ISSUE CLOSED**

#### ARCHIVING

- 5.18 The journal is a continuous document. However there is a danger that the journal could become a very lengthy document. Whilst it should not be treated as an annual report it is recommended that the journal is reviewed at the start of each academic session and completed entries archived such that the journal author will have two electronic files: a manageable live journal, plus an archive file. The archive file should be accessed if issues re-occur and/or for inspection and review activity.
- 5.19 The archived file should be submitted to the Core Documentation Holder for electronic storage at the end of each academic session.

#### DISSEMINATION OF INFORMATION

- 5.20 From a quality assurance perspective, the course journals should demonstrate an audit trail of receipt and dissemination of key information amongst course teams and teaching staff, for



instance revised policies. To see an example of how this works, please see the Course Journal template.

#### HOW IS THE COURSE JOURNAL MONITORED?

- 5.21 The journal is part of the Course Team's management activity, but fits into a wider quality management process.
- 5.22 The journal author, with the Course Leader and the course team, has a responsibility for ensuring that the journal is well maintained and kept up-to-date.
- 5.23 The Course Team also has responsibility for monitoring the journal and should receive a copy at each meeting to be discussed and updated. The Course Team may decide that other issues need to be added or may provide further information on how an issue is being progressed, so that the journal can be updated.
- 5.24 When an issue is discussed at the Course Team then the journal should indicate the minute reference of the discussion, the date and name of the meeting. Similarly, the recording of the discussion in the minutes should cross-refer to the journal reference number.
- 5.25 The appropriate Portfolio Board will monitor the journals and will develop a method of doing so. This could be by considering a journal at each meeting over the year.

#### HOW DOES THE JOURNAL RELATE TO OTHER QUALITY ASSURANCE AND QUALITY ENHANCEMENT PROCESSES?

- 5.26 Annual Reporting: The journal provides a good source of information for Annual Monitoring and should ease the process by being used to demonstrate how issues have been addressed during the year. Items from Course Team action plans will provide issues for identified course teams to address.
- 5.27 Periodic Course Review: The journal provides evidence of continuous improvement and demonstrates clearly how issues affecting the student experience have been identified and addressed. It also provides clear evidence of good practice and its appreciation by students, External Examiners, and other third parties. It is a good starting point in writing the self-evaluation as it records outcomes of continuous evaluation by course teams.
- 5.28 External Examining Process: The journal provides clear evidence of how course teams have acted in response to External Examiner feedback, and course teams can share their journal entries with their External Examiners where they find this appropriate.
- 5.29 External Review: The journal can be used to provide evidence of systematic continuous improvement as required by Professional, Statutory and Regulatory Bodies, and the QAA. It is particularly useful in recording issues raised through student feedback mechanisms, and provides a vehicle for feedback to students on how issues have been addressed, as students are represented on Course Teams.

## 6. OBSERVERS AT COMMITTEE MEETINGS

- 6.1 Observers at committee meetings are permitted at the discretion of the committee Chair. This serves to:
  - a) Promote transparency and accountability;
  - b) Enable experience of the working of a committee whilst considering nomination or in preparation for membership ex officio.

- 6.2 Individuals who wish to observe a meeting they are not a committee member of must seek permission from the Chair of the meeting at least a week in advance of the meeting and the Secretary must also be informed. Observers must remember that they:
- Require permission both from the Chair and from their line manager to attend meetings
  - Do not have voting rights in the meeting
  - May not disrupt or disturb the meeting and should not leave part way through the meeting unless agreed with the Chair in advance
  - Should remember that the Chair reserves the right to ask an observer to leave at any point during the meeting, for example if a confidential matter is being discussed.
- 6.3 Committees at which observers may request to attend are outlined in Table 3.

**TABLE 3: COMMITTEE MEETINGS TO WHICH OBSERVERS MAY REQUEST TO ATTEND**

Committee Name	Outline of Committee Function	Observers?	Chair
Academic Council	Academic Council is responsible for planning, co-ordinating, developing and overseeing the academic work of the UCO and associated activities. This is the main academic decision-making committee of the UCO.	Observers can attend Academic Council Meetings.	Principal & Chief Executive
Audit & Risk Committee	The Audit & Risk Committee is responsible for overseeing the UCO's audit and risk management and to report thereon to the Board of Directors.	(Attendance is normally restricted to committee members due to the confidential nature of this committee's business)	Board Member (Please contact the Executive Assistant in the first instance)
Board Nominations Committee	The Nominations Committee is responsible for reviewing the composition of the Board and recommending the appointment of members via the UCO's Annual General Meeting or through co-option.	(Attendance is normally restricted to committee members due to the confidential nature of this committee's business)	Board Chair (Please contact the Clerk to the Board in the first instance)
Board of Directors / Trustees ("The Board")	The Board of Directors sets the vision and strategy of the British UCO of Osteopathy within the confines of the Memorandum and Articles as agreed by the shareholders of the company. It also governs the function of the UCO by overseeing its work and managing risk. This work is carried out by the Board and its delegated sub-committees.	(Attendance is normally restricted to committee members due to the confidential nature of this committee's business)	Board Chair (Please contact the Clerk to the Board in the first instance)
Community Clinics Steering Committee	The Community Clinics Steering Committee is responsible for overseeing the strategic aims and objectives of the UCO Community/Specialist clinics.	Observers can attend Community Clinics Steering Committee meetings	Head of Clinical Practice

Course Recruitment Groups	The Course Recruitment Groups keep under review the course admissions policy and practice, including matters related to Widening Participation, student numbers, and makes recommendations accordingly to Senior Management Team. They promote fairness and consistency in the UCO's Admissions Policies.	(Attendance is normally restricted to committee members due to the confidential nature of this committee's business)	As for Foundation, Pre-Registration & Postgraduate Course Teams
Scrutiny Boards	The Scrutiny Board is responsible for reviewing and confirming all final exam and assessment questions.	(Attendance is normally restricted to committee members due to the confidential nature of this committee's business)	Academic Registrar
Course Teams	Course Teams are responsible to their relevant Portfolio Board for the day to day administration and management of each Course. The Course Teams ensure that the validated curriculum is delivered and assessed in accordance with the relevant Course Information Form and Unit Information Forms.	Observers can attend Course Team Meetings	Course Leaders
Education Enhancement & Strategy Committee	The Education Enhancement and Strategy Committee (EESC) develops initiatives for enhancing education at the UCO through defining and monitoring educational strategy, directs educational activity based on external scanning and internal action planning, promotes innovation and enhancement in teaching, learning and assessment and develops academic policy guidance and regulations.	Observers can attend the Education Enhancement & Strategy Committee Meetings	Vice-Principal (Education)
Equality Committee	The objectives of this group are to assure, improve and promote equality for all UCO users, within the UCO, as required under the Equality Act 2010. This includes consideration of: disability, race, religion, gender, age, sexual orientation, marriage & civil partnership, gender reassignment and pregnancy & maternity.	Observers can attend Equality Committee Meetings	HR Manager
Exam Boards	Exam Boards consider the results of assessments at all stages of a course, determines progression and recommends awards to the University of Bedfordshire's Scheme Board of Examiners, including the classification of awards where appropriate.	(Attendance is normally restricted to committee members due to the confidential nature of this committee's business)	A nominee from another University (Please contact the Academic Registrar in the first instance)
Finance & Estates	The Finance & Estates Committee is responsible for reviewing the financial	(Please contact the Executive Assistant	Board Member (Please contact the

Committee	matters, estates and investment issues and to report thereon to the Board.	in the first instance as some of this committee's business may be confidential)	Executive Assistant in the first instance)
Fundraising Committee	The Fundraising Committee provides guidance and support to the UCO's fundraising activity.	Observers can attend Fundraising Committee meetings	Board Member (Please contact the Executive Assistant in the first instance)
Health & Safety Committee	The Health & Safety Committee is responsible for overseeing health and safety matters at the UCO.	Observers can attend Health & Safety Committee meetings	Principal & Chief Executive
Occupational Health Committee	The Occupational Health Committee meets when required to consider reasonable adjustments to the methods of learning and assessment through which students acquire and demonstrate osteopathic competences, for students/potential students who have declared or have an observed significant health issue or disability.	(Attendance is normally restricted to committee members due to the confidential nature of this committee's business)	Student Support Manager
Portfolio Boards: Foundation, Pre-Registration & Postgraduate, Pre-Registration Education	The Portfolio Boards are responsible for overseeing the UCO's Foundation, Pre-Registration and Postgraduate courses. Their role is to ensure coherence in foundation, pre –registration and postgraduate education at the UCO, maintain an overview of curriculum content, structure, organisation, assessment, learning resources and delivery of the teaching timetable.	Observers can attend Portfolio Board meetings	Portfolio Board: Foundation Education Head of Foundation Studies Portfolio Board: Pre-Registration Education Nominated by the Committee Portfolio Board: Postgraduate Education (Dean of Academic Development)
Principal's Group	The Principal's Group advises the Principal and Chief Executive on the key strategic issues facing the UCO, acts collectively to ensure effective leadership of the UCO, oversees the strategic planning process and agrees the Strategic Plan to be recommended to the Board of Directors, recommends to the Board of Directors annual specific strategic priorities within the context of the Strategic Plan, approves the principles and methods and practice for allocating resources and reviews periodically the Strategic Risk Register to ensure that	(Attendance is normally restricted to committee members due to the confidential nature of this committee's business)	Principal & Chief Executive

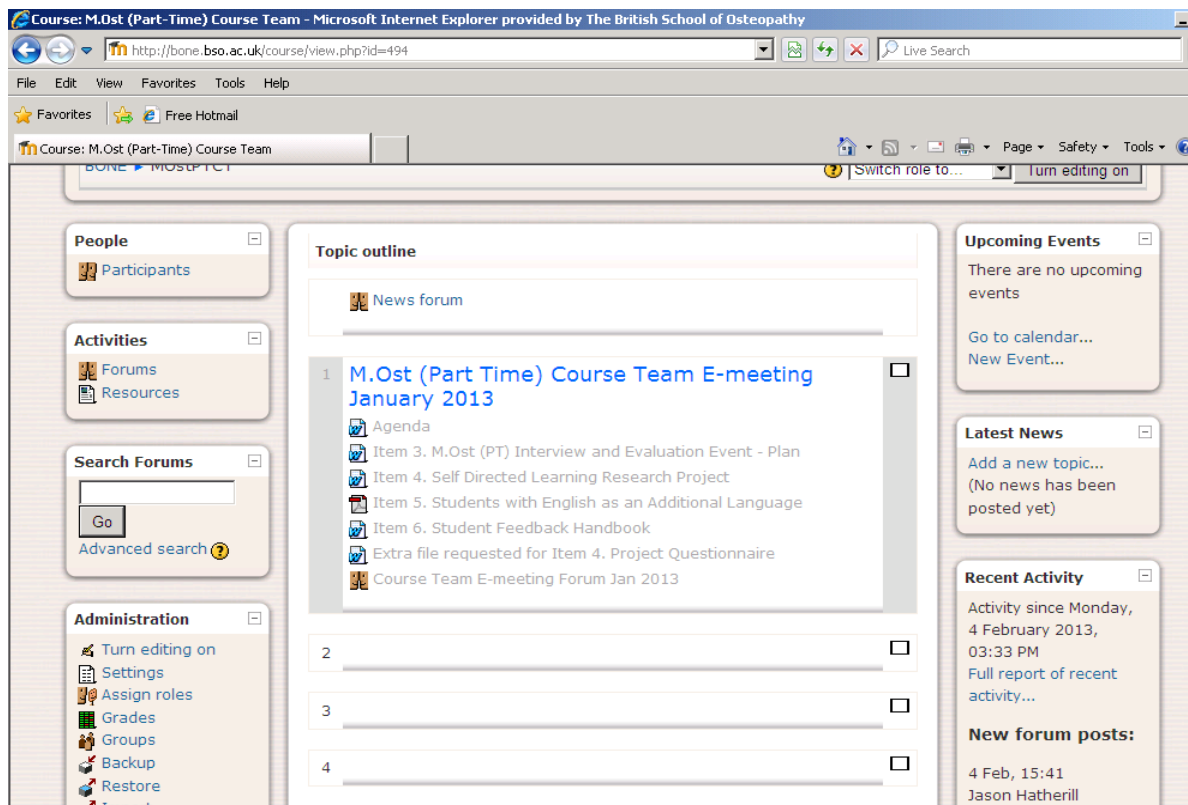
	key risks are appropriately managed		
Quality Assurance Committee	The Quality Assurance Committee (QAC) is responsible for overseeing the implementation and development of the UCO's systems for setting, maintaining and monitoring academic standards and its quality assurance systems and procedures, for all taught provision.	Observers can attend Quality Assurance Committee meetings	Vice-Principal (Education)
Remuneration Committee	The Remuneration Committee is responsible for reviewing and agreeing the remuneration of the Chief Executive.	(Attendance is normally restricted to committee members due to the confidential nature of this committee's business)	Board Chair (Please contact the Clerk to the Board in the first instance)
Research Ethics Committee	The Research Ethics Committee examines undergraduate, postgraduate and other research proposals regarding ethical suitability to be undertaken under the auspices of the institution and in related osteopathic contexts.	(Attendance is normally restricted to committee members due to the confidential nature of this committee's business)	Research Representative (Please contact the Research Administrator in the first instance)
Research Strategy & Scholarship Committee	The Research and Scholarship Strategy Committee focuses on research and scholarship activity and development across the UCO.	Observers can attend Research Strategy & Scholarship Committee meetings	Vice-Principal (Research)
Senior Management Team	The UCO Management Team ensures there is effective leadership, management and co-ordination of all the major academic and support activities undertaken by the UCO, is responsible for developing the detailed operational plans and supporting strategies to deliver the UCO Strategic Plan, takes key decisions and ensures that the institution operates efficiently and effectively. This committee also supplies the Board of Directors and its committees with executive reports, draft budgets and accounts, key performance indicators, information on capital investments and reports on risk management.	Observers can attend UCO Management Team meetings	Principal & Chief Executive
Staff Consultative Group	This group provides a forum for staff consultation and participation, with specific responsibilities for health and safety and policy review.	Observers can attend Staff Consultative Group meetings	HR Manager
Staff-Student Liaison Consultative Groups (Full-	These groups serve as the arena for students to discuss with faculty and staff significant group issues connected to learning, teaching, student support, and	Observers can attend Staff-Student Liaison Consultative Groups	Student Experience Officer & SU President

Time) & (Part-Time)	UCO services and environment. They also provide an opportunity for staff to consult with students about institutional developments under consideration.		
Student Attendance & Retention Group	This Group monitors student attendance notifies the relevant support staff, Course Leaders and the Student Support and Equality Manager in cases for concern.	(Attendance is normally restricted to committee members due to the confidential nature of this committee's business)	Academic Registrar
Widening Participation & Admissions Strategy Group	This group is responsible for overseeing the development and implementation of the UCO's strategy for admissions and widening participation.	Observers can attend the Widening Participation & Admissions Strategy Group.	Admissions Tutor

## 7. ELECTRONIC MEETINGS

- 7.1 It may be necessary to hold some meetings electronically, however it is preferable to hold a meeting in person. When holding an electronic meeting it is important to set a deadline for people to respond so that decisions can be made in good time.
- 7.2 The required quorum should still apply in electronic meetings.
- 7.3 An electronic meeting can be set up using the forum capability of BONE (the UCO's Online Learning Environment) for which the Chair should ensure that all committee members have access to the forum.
- 7.4 Screenshots below provide an example of how electronic meetings may be held.

### Screenshot 1:



- 7.5 Screenshot 1 shows how committee papers can be arranged online for viewing by committee members. Committee papers may be uploaded as electronic files. These are accessible to committee members only and may be accessed from any geographical location via the internet using BONE.
- 7.6 Screenshot 2 shows an example how each agenda item may be discussed online via separate forum discussions.
- 7.7 For further information on running an electronic meeting, contact the AV / Multimedia Technician.



## UCO Committee Handbook

### Screenshot 2:

Discussion	Started by	Replies	Last post
Item 10. Electronic Course Team Meetings	Mark Waters	6	Wed, 6 Feb 2013, 11:45 AM
Item 8. Student and Staff Liaison and Consultative Group	Mark Waters	8	Wed, 6 Feb 2013, 11:19 AM
Item 7. Student Attendance and Retention Group	Mark Waters	4	Wed, 6 Feb 2013, 11:15 AM
Item 5. Students with English as an Additional Language	Mark Waters	4	Wed, 6 Feb 2013, 11:12 AM
Item 4. Self Directed Learning Research Project	Mark Waters	8	Wed, 6 Feb 2013, 10:38 AM
Item 3. New Interview and Evaluation Events Proposal	Mark Waters	10	Wed, 6 Feb 2013, 10:28 AM
Item 2. OSPE, Assessment and Scrutiny Process	Mark Waters	7	Wed, 6 Feb 2013, 10:17 AM
Item 1. Mid Point Review of the Course	Mark Waters	15	Wed, 6 Feb 2013, 10:10 AM
Item 6. Student Feedback Handbook	Mark Waters	3	Tue, 5 Feb 2013, 09:14 AM
Item 11. Any Other Business	Mark Waters	7	Mon, 4 Feb 2013, 12:21 PM
Item 9. Unit Changes	Mark Waters	2	Sun, 3 Feb 2013, 01:14 PM

## 8. PUBLICATION & OPENNESS OF COMMITTEE MINUTES AND PAPERS

### 8.1 FREEDOM OF INFORMATION ACT 20002

8.1.1 The UCO is not a public authority and is therefore not required to comply with the Freedom of Information Act 2000. If a request for information is received, it should be forwarded directly to the UCO's Data Controller (the ICT Manager).

### 8.2 DATA PROTECTION ACT 19983

8.2.1 The UCO is committed to a policy of protecting the rights and privacy of individuals (including students, staff and other individuals associated with the UCO) in accordance with the Data Protection Act 1998 and associated codes of practice issued by the Information Commissioner's Office<sup>4</sup>. The UCO's Data Protection Policy may be found on the intranet and Committee Chairs, Secretaries and members should make themselves familiar with this policy.

### 8.3 TRANSPARENCY & OPENNESS OF COMMITTEE DOCUMENTATION

8.3.1 In addition to complying with the Data Protection Act 1998, the UCO is committed to being transparent and open in its committee business and transactions. This includes producing and publishing committee agendas, minutes, notes and papers in a format readily available and accessible to all members of the UCO and the public as

<sup>2</sup> The Freedom of Information Act 2000: <http://www.legislation.gov.uk/ukpga/2000/36/contents/enacted>

<sup>3</sup> Data Protection Act 1998: <http://www.legislation.gov.uk/ukpga/1998/29/contents>

<sup>4</sup> The Information Commissioner's Office: <http://www.ico.gov.uk/>





## UCO Committee Handbook

---

appropriate. Committee documentation should therefore be drafted appropriately so that it may legitimately be made publicly available, even if the business to which they refer is restricted, i.e. is confidential and is inappropriate to be made public.

- 8.3.2 It is desirable that committee documentation is produced in a format that can be placed in the public domain (i.e. via the UCO's website or internal computer drives so that all members of the UCO and the public may access it without restriction as appropriate. Any committee documentation that is of a confidential nature should be identified and treated as outlined in Section 8.4.
- 8.3.3 Committee members are entitled to ask for their names to be removed from the minutes, including from the list of those present if they can demonstrate that the inclusion of their personal data in this way could cause them damage or distress. This would only be in exceptional and specific circumstances and would not apply for the vast majority of meetings.

### 8.4 CONFIDENTIAL COMMITTEE BUSINESS

- 8.4.1 In instances where the content of a committee and its associated documentation is identified as private and confidential its publication should be restricted. Subsequently this committee business should be referred to as "CONFIDENTIAL" and its associated documentation should be marked with a "CONFIDENTIAL" watermark. The file name should also highlight that the document is confidential. Secretaries should add CONFIDENTIAL (in upper case) to the file name so this is clear to committee members and the Core Documentation Holder.
- 8.4.2 Examples of confidential committee business and restricted documentation which would be withheld from publication include discussions about the following:
- a) specific individuals;
  - b) Items involving matters where litigation is imminent or likely.
  - c) Items involving whistle blowing, disciplinary, complaints, or appeals where individuals are identifiable.
  - d) Items relating to the recruitment, payment or promotion of individuals or groups of individuals.
  - e) Items relating to information that is commercially sensitive to the UCO
- 8.4.3 For committees dealing principally with business relating to the personal affairs of individual members of staff or students there is a need for regular use of confidential minutes. Such committees may normally and routinely produce entirely confidential minutes which have no corresponding open minutes. These committees include:
- a) Disciplinary Committee
  - b) Disciplinary Appeals Committee
  - c) Academic Appeals Panels
  - d) Student Fitness to Practise Panels



## UCO Committee Handbook

---

- e) Boards of Examiners
- f) Remuneration Committee
- g) Patient Complaint Committees

8.4.4 The above committees should create open reports which can be sent to parent committees where appropriate, for example anonymised Annual Summaries of complaints are noted at Academic Council.

8.4.5 With regard to confidential and other committee business it is advisable to ensure that all committee notes, drafts, briefing papers are shredded / disposed of appropriately following approval of relevant committee minutes and papers.

## 9. INFORMATION FOR SECRETARIES

### 9.1 GETTING TO KNOW YOUR COMMITTEE

9.1.1 It is essential when taking over the role of committee Secretary that there is an understanding of:

- a) the general context within which the committee operates;
- b) the committee's terms of reference;
- c) the committee membership;
- d) the nature of the business conducted;
- e) any decisions taken, as recorded in individual minutes, and the general background and ethos of the committee.

9.1.2 It is often helpful to study past agendas and minutes and to meet with the Chair or immediate past Secretary to enable you to get to know the committee. The following checklist might be helpful:

- a) Where does the committee sit in the committee structure?
- b) How are its members appointed?
- c) Who are its current members?
- d) Who is the current Chair?
- e) Who at the meeting has voting and speaking rights?
- f) What are the terms of reference?
- g) What decisions can it make and what does it need to refer on?
- h) What kind of business does it do?
- i) What has it been doing lately?
- j) What is outstanding from the last meeting?
- k) What is the planned business for the year?
- l) What are its current tasks and objectives?



## UCO Committee Handbook

m) How does the committee evaluate its work?

### 9.2 INDUCTION FOR NEW COMMITTEE MEMBERS

9.2.1 Newly appointed members may be invited by the Secretary to meet the Chair and/or Secretary before their first meeting and should be provided with induction materials. As a minimum these should include:

- a) A copy of the Committee Handbook;
- b) The Committee's Terms of Reference
- c) Contact details for the Chair and Secretary and set up an introductory meeting if required;
- d) The current committee work schedule and planned business/rolling agenda if applicable;
- e) The minutes of the previous meeting/previous meetings and relevant papers;
- f) Dates and venues of future committee meetings;

9.21 The Secretary should check whether new members have any individual requirements and make provision as necessary to enable everyone to participate fully in meetings.

### 9.3 TIMETABLE OF WORK

9.3.1 The timeline in Table 4 below provides a guide to the deadlines in preparing for and following up a committee meeting. This is based on a committee which meets approximately every other month.

TABLE 4: EXAMPLE COMMITTEE TIMETABLE OF WORK

(Based on a committee which meets approximately every other month)

PRIOR TO A MEETING	
5 weeks before meeting	Check annual work schedule to ensure that business is being dealt with at the appropriate point in the cycle.
4 weeks before meeting	Seek items from the Chair, regular contributors and other areas that feed into the committee. Check actions from previous meetings that are still outstanding and chase again if required.
2 weeks before meeting	Deadline for receipt of papers by Secretary. Agree final agenda with the Chair.
8 days before meeting	Circulate papers electronically (and in hard copy of appropriate).
3 days before meeting	Circulate papers marked "to follow" on agenda if exceptionally required.



## UCO Committee Handbook

0-1 day before meeting	Update the Chair on developments since the distribution of the agenda and papers. Let Chair know of any apologies for the meeting.
<b>FOLLOWING A MEETING</b>	
No more than 1 week after meeting	Email draft minutes to Chair for approval.
No more than 2 weeks after meeting	Chair approves minutes. Email unconfirmed minutes to committee members (to be formally confirmed at the next meeting). Send extracts of minutes to relevant people for information or action. Initiate any actions required on behalf of the committee, including report to parent committee.
No more than 4 weeks after meeting	Follow up on any outstanding actions on behalf of the committee.

### 9.4 PREPARATION PRIOR TO MEETINGS - AGENDAS

#### 9.4.1 The purpose of the agenda is:

- a) To inform members of the time and place of the meeting in sufficient time for them to be able to prepare adequately for the meeting;
- b) To call a meeting;
- c) To provide the Chair with a framework within which to conduct the meeting;
- d) To identify easily the items which need to be discussed or acted upon and those which are for information only;
- e) To identify open and closed business;
- f) To indicate which items have supporting papers;

#### 9.4.2 The responsibility for drafting the agenda lies with the Secretary.

9.4.3 A key point of reference for the agenda will be the minutes of the last meeting. It can sometimes be difficult to decide whether an item is a matter arising from the minutes or a new agenda item. In general if there is only a brief oral update then it would be a matter arising, whereas if there is a paper for discussion and/or a more substantial update then it would be a new agenda item.

9.4.4 Ultimately it is for the Chair to decide, upon consideration of the Secretary's draft agenda, where on the agenda an item should be placed. If there is a pattern of regular business, rolling items should be developed.

9.4.5 Agendas should be structured in a logical order and written so that the whole agenda is suitable to be seen by non-committee members.



## UCO Committee Handbook

---

- 9.4.6 The agenda should take into account the committee Terms of Reference, the Strategic Plan and what business needs to be brought forward at each meeting.
- 9.4.7 The Secretary should monitor repeat agenda items in relation to the designated action not having been taken. Repetition of the same business item, unless a standing item, may reflect that the committee is not effectively seeing business through to a conclusion.
- 9.4.8 The normal order of the agenda and rolling agenda items is as follows (see also the Agenda Template Appendix 1a and 2a):
- a) Membership (to be noted at the start of the academic year as well as if there are any changes to committee members throughout the year).
  - b) Apologies for Absence
  - c) Terms of reference (these should be reviewed at the start of the academic year as well as if any amendments are required)
  - d) Confirmation of the minutes of the last meeting
  - e) Matters arising from the minutes not covered elsewhere on the agenda
  - f) Report of Chair's actions since the last meeting
  - g) Business from parent committee (where appropriate)
  - h) Business from sub-committees (where appropriate)
  - i) Items generated by the committee itself for discussion and decision
  - j) Items to note, that do not require discussion or agreement
  - k) Any Other Business (AOB)
  - l) Date of next meeting
- 9.4.9 The agenda should also state which papers are attached and which will follow separately.
- 9.4.10 Paper References should be included on the agenda and it should be made clear on the agenda what action the committee is expected to take, as well as on the paper coversheets.
- 9.4.11 The agenda, once drafted, should be approved by the Chair before circulation to committee members.
- 9.4.12 All committee papers should normally be submitted electronically to the Secretary at least two weeks before the meeting to allow for checking, formatting, referencing, copying, collating and distribution 8 days prior to the meeting. In exceptional circumstances a second circulation of late papers may be made at least three days before the meeting by email. Any paper relating to an item of business notified on the agenda which is received by the Secretary less than three days before a meeting may be distributed electronically in which case hard copies should be made available to members at the meeting.



## UCO Committee Handbook

---

9.4.13 The tabling of papers at the meeting with no prior arrangement from the Chair is not normally acceptable. Any paper received by the Secretary on the day of a meeting or brought to a meeting by a member or officer for tabling shall only be considered at the sole discretion of the Chair.

9.4.14 Agendas for some committees will be published on the FirstClass Institutional Calendar. This is so that members of staff and students not necessarily involved that committee are able to see items for discussion and speak to the Chair or Secretary of that committee prior to the meeting.

### 9.5 PREPARATION FOR THE MEETING

9.5.1 The Secretary is responsible for booking a suitable, accessible meeting room and arranging hospitality if appropriate. He or she should arrive at the meeting in time to make sure that the seating, catering and other arrangements have been carried out properly.

9.5.2 The Secretary should make sure they are familiar with the agenda items and anticipate, where possible, any problems that may arise at the meeting and bring them to the attention of the Chair.

9.5.3 A briefing meeting with the Chair prior to the meeting is good practice. This would allow the Secretary to remind the Chair of the background to particular items or brief on developments or matters arising from the previous meeting.

### 9.6 AT THE MEETING

9.6.1 The Chair is responsible for advising on procedural matters and for making sure that the committee acts only within its terms of reference.

9.6.2 The Secretary should have a thorough understanding of the terms of reference and ensure that all necessary information is to hand to provide effective advice. Such information might include the rolling agenda items, terms of reference, policies and procedures. Extra copies of the agenda and papers may be required and these should be brought to the meeting.

9.6.3 The Secretary should verify that the meeting is, and continues to be, quorate if a quorum is prescribed and, if the appointed Chair is not present, arrange for the deputy Chair, where identified, to Chair the meeting. If there is no deputy Chair identified, the quorate meeting should be asked to nominate a person to Chair the meeting.

9.6.4 The Secretary should record the names of those present, take notes of proceedings and record committee decisions. If the outcome of a discussion is unclear the Secretary should ask the Chair to clarify before moving on to the next item.

### 9.7 AFTER THE MEETING – PRODUCING MINUTES

9.7.1 The most important and urgent task after the meeting is likely to be the drafting of minutes, although there may be some immediate follow-up action which requires attention before the drafting of the minutes. The purpose of the minutes is:



## UCO Committee Handbook

---

- a) to be a permanent record of the meeting;
  - b) to inform members and others of decisions and the reasons for them;
  - c) to assist in ensuring that action arising is taken;
  - d) to provide a formal record of discussions where matters not already set out in the report being discussed are raised;
- 9.7.2 Minutes need to be accurate, concise and clear. They also need to be objective, showing no political, sectional or other bias.
- 9.7.3 The minutes must be unambiguous, with enough detail to make it clear to the reader what the item was, what the issues were and what was decided.
- 9.7.4 The language should be clear, concise and free of jargon. Unexplained acronyms should never be used.
- 9.7.5 Words should be written out in full, followed by the acronym in brackets. The acronym can then be used from that point onwards.
- 9.7.6 Minutes must be comprehensible not only to committee members but also to other stakeholders not present at the meeting, e.g. members of a parent committee, others members of staff actioning decisions and external auditors.
- 9.7.7 The minutes should not be a verbatim record nor a catalogue of every issue raised. The Secretary should aim to note each new point raised at the meeting, however it may not be necessary to include all of these in the minutes. With experience a Secretary will know what is important to note separately and what can be covered by a general phrase such as “After discussion...”
- 9.7.8 Minutes should be produced using the past and conditional tenses and be written using an objective and impartial tone eliminating the need to identify the speaker. For example:
- “An interest was expressed in conducting a survey...”
- rather than:
- “Dr Smith suggested conducting a survey...”
- 9.7.9 Committee members should be listed in minutes as being present or absent and to be clearly identified when making specific comments or being tasked to undertake action.
- 9.7.10 Committee members should normally be identified by job title or committee membership role status rather than by personal name, however personal names may be used in the case of external members where the use of job title or committee membership role is not applicable.
- 9.7.11 It is normally good practice not to identify individuals in minutes. If it is necessary to identify a named person in relation to specific action points, this should be recorded by the office held if possible, e.g. the Chair or Principal & Chief Executive, rather than by name.



## UCO Committee Handbook

---

- 9.7.12 Minutes should be written so that they are appropriate for wide publication even if a matter discussed was confidential. For example, the minutes may include reference to confidential recommendations set out in a paper such as “the committee agreed the recommendations set out in the paper” rather than listing the recommendations themselves (as would normally be the case for non-confidential business).
- 9.7.13 As aforementioned any minutes which are confidential should be clearly watermarked and saved as “CONFIDENTIAL” (e.g. EESC-12-02-04-Minute Addendum AGREED CONFIDENTIAL).
- 9.7.14 Alternatively, an addendum may be produced recording the confidential item and then referred to in the minutes as appropriate. The addendum should be saved separately, watermarked and forwarded to the Core Documentation Holder. For more information regarding this, please contact the Core Documentation Holder.
- 9.7.15 Draft minutes of meetings should be forwarded by the Secretary of the committee to the Chair within 1 week of the meeting with a date for return and it is good practice to draft minutes as soon as possible after the meeting. Drafts of minutes and notes taken during the meeting should be destroyed as soon as the agreed version of the minutes is available.
- 9.7.16 The following words are recommended for use in minute writing:
- a) Considered
  - b) Noted
  - c) Approved
  - d) Agreed
  - e) Recommended or Agreed to recommend (where a decision is not within the remit of the committee but lies with a parent committee)
  - f) Discussed
  - g) Expressed concern or Concern was noted
- 9.7.17 The minutes should clearly record which committee members are responsible for any actions generated by the committee.
- 9.7.18 In liaison with the Chair, the Secretary is responsible for preparing reports and report coversheets for submission to parent committees on the committee’s behalf.
- 9.7.19 Once the draft minutes have been approved by the Chair their status becomes “DRAFT”. “DRAFT” should be added to the minutes as a watermark and indicated in the file name. These should be circulated to members of the committee by email asking whether any corrections or amendments are required.
- 9.7.20 Committee members identifying any inaccuracies should notify the Secretary of any corrections as soon as possible. Any amendments must be approved by the Chair. The Secretary should circulate a copy of the draft minutes (incorporating any corrections accepted since the initial distribution) with the agenda for the next





## UCO Committee Handbook

---

meeting where they shall be “AGREED” by the committee. The secretary should then save the agreed minutes with an “AGREED” watermark.

9.7.21 Secretaries of committees should forward all AGREED minutes to the Core Documentation Holder, using the word “AGREED” as a suffix in the file name (e.g. EESC-12-02-Minutes AGREED). Minutes should only be saved here following their agreement by the committee.

9.7.22 A Summary Report of Meetings (see the Sub-Committee Summary Report of Meetings Template – Appendix 7a) is normally required to accompany minutes for noting at some parent committees.

9.7.23 The following committees are required to complete Summary Reports of Meetings (for those not listed below, the submission of minutes (if appropriate) to parent committees is normally sufficient):

- a) The subcommittees of the Board (Audit & Risk Committee, Finance and Estates Committee, Fundraising Committee the, Nominations Committee and the Remuneration Committee of the Principal’s Group)
- b) Academic Council
- c) Quality Assurance Committee
- d) Education Enhancement and Strategy Committee
- e) Research and Scholarship Strategy Committee
- f) Equality Committee
- g) Policy, Regulations & Audit Group
- h) Widening Participation & Admissions Strategy Group

9.7.24 The Summary Report of Meetings should provide a brief outline of matters discussed at meetings held since the previous parent committee meeting and any recommendations for the parent committee as appropriate.

9.7.25 Summary Reports of Meetings should be produced by the Chair of the reporting committee or in consultation with the Secretary. A committee’s report to a parent committee should state clearly on the cover sheet the action (if any) that is required from the parent committee. Reports submitted to the parent committee will be assigned their own Committee Paper Reference according to the protocol for the parent committee.

9.7.26 Committee members are responsible for completing any actions required of them as determined by the committee as soon as the minutes have been circulated.

## 9.8 BETWEEN MEETINGS

9.8.1 Where any significant new items of business arise between scheduled meetings which require urgent attention, i.e. before the next meeting, the Chair may decide to call an extraordinary meeting to give consideration to the specific business.



## UCO Committee Handbook

---

- 9.8.2 If the Chair deems that an extraordinary meeting to consider business between meetings is unnecessary, s/he may take action on behalf of the committee to deal with the business if it requires attention before the next scheduled meeting. In such cases the action taken must be reported for information to the committee at the earliest opportunity, normally electronically by email.
- 9.8.3 The Chair must decide whether to consult with members, e.g. by email, prior to taking action on behalf of the committee. Where new business arises between meetings which does not require urgent attention it would normally be appropriate to refer consideration of such business to the next scheduled meeting of the committee.
- 9.8.4 It is the Chair's responsibility to collate items of Chair's Action for report at the next meeting of the Committee. These should be noted using the Chair's Actions template that can be found in Appendix 5a.
- 9.8.5 In some instances the need for the Chair to take action on behalf of the committee will be anticipated by the committee, e.g. the approval of some follow-up action relating to previously considered business, and the committee may grant its prior authority for such action in order to accelerate the resolution of a particular matter. The reporting of such anticipated Chair's Action is normally handled under Matters Arising at the following meeting.
- 9.9 HANDING OVER A COMMITTEE TO A NEW SECRETARY
- 9.9.1 When handing over a committee to a new secretary, the following should be made available to the new secretary as a minimum:
- a) A complete electronic set of the final versions of circulated papers, agendas and minutes
  - b) A summary of where electronic files are located;
  - c) A list of contact details for members of the committee;
  - d) A list of matters arising for the next meeting, together with any necessary explanatory notes.
- 9.9.2 Members of the committee should be informed of the handover date, the contact details of the new secretary and how they may be contacted. Contact details of the previous secretary should be provided to the new secretary, if they continue to work at the UCO, in case of important queries.
- 9.9.3 If someone with no previous, or limited, committee servicing experience has been assigned a committee, an experienced secretary should act as a mentor to provide advice on aspects of committee servicing. For example, minute writing. The new secretary may attend a meeting of the committee they are expecting to inherit to observe the committee's proceedings and may ask the Chair for additional support to produce or to review minutes as needed to ensure that they meet a sufficient standard.



## UCO Committee Handbook

---

### 10. COMMITTEE SELF-EVALUATION

- 10.1 Committees should carry out a self-evaluation exercise regularly to judge their effectiveness against their responsibilities and objectives. This is normally overseen by the Quality Assurance Committee and is undertaken by an online survey (see Appendix 9).
- 10.2 Committee members should also evaluate their own contributions as part of this exercise with a view to improving their effectiveness.
- 10.3 The outcomes of this exercise which may result in recommendations for improvement should normally form part of the committee's regular report to its parent committee.



## UCO Committee Handbook

---

### APPENDICES

Appendix 1a: Agenda (excluding time limitations for agenda items) Template

Appendix 1b: Agenda (excluding time limitations for agenda items) Sample

Appendix 2a: Agenda (including time limitations for agenda items) Template

Appendix 2a: Agenda (including time limitations for agenda items) Sample

Appendix 3a: Minutes Template

Appendix 3b: Minutes Sample

Appendix 4a: Matters Arising Template

Appendix 4b: Matters Arising Sample

Appendix 5a: Chair's Action Template

Appendix 5a: Chair's Action Sample

Appendix 6: Committee Paper Coversheet Template & Example

Appendix 7a: Sub-Committee Summary Report of Meetings Template

Appendix 7b: Sub-Committee Summary Report of Meetings Sample

Appendix 8a : Course Journal Template

Appendix 8b : Course Journal Sample

Appendix 9 : Indicative Committee Self Evaluation Questionnaire

Appendix 10: Terms of Reference Template

All of the above are available on request from the Head of Quality: [quality@uco.ac.uk](mailto:quality@uco.ac.uk)

Appendix 11: Core Documentation Management Policy and Procedure published here:

[http://intranet.uco.ac.uk/policies\\_and\\_procedures/](http://intranet.uco.ac.uk/policies_and_procedures/)

Appendix 12: Terms of Reference of UCO Committees published here:

[http://intranet.uco.ac.uk/UCO\\_Committees/](http://intranet.uco.ac.uk/UCO_Committees/)