



Caspian School of Academics Board of Governance Meeting

Held on Thursday 27th March from 11am onwards
CEME Campus/Online
Marsh Way, Rainham RM13 8EU

	Agenda Item	Lead
1.	<p>Welcome & introductions</p> <p>The Chair welcomed all attendees and confirmed there were no conflicts of interest. Board members introduced themselves and their affiliations.</p>	All
2.	<p>Previous Meeting Minutes</p> <ul style="list-style-type: none"> The minutes from the previous meeting were reviewed and unanimously approved. The Chair reminded members to complete Prevent Duty training if they had not already done so 	All
3.	<p>Declaration of Interests</p> <ul style="list-style-type: none"> No new declarations of interest were made. All previously declared interests remain valid. 	All
4.	<p>Student Experience and student feedback summary</p> <p>AN presented findings from MQ surveys:</p> <ul style="list-style-type: none"> All reports are available on demand to authorized individuals via the shared drive. A 1:1 support system is in place for career guidance and academic assistance, yielding an 88% overall satisfaction rate. A new IT lab and library have been established. Fozia recommended breaking down the satisfaction report by program and using flyers to encourage student feedback. Attendance and achievement rates for various programs (Pearson L&M, ITTM, HM, NCFE Cyber Security, and Data Analytics) were discussed and it was acknowledged that attendance has been an issue. Students with low attendance have been issued warning letters, with engagement support in place. 	AN



5

Recent Developments at CSA

MH & MI

Student Enrolment & University Partnerships

- The total number of active students was confirmed as 396 following withdrawals arising from funding or attendance issues.
- **University of West London (UWL)**: Plans to introduce more IT programs under a franchise model until CSA can develop and validate its own provision. Discussions with the University include:
 - 4-year degrees with a foundation year.
 - 3-year degrees and Top-Up courses.
 - Cyber Security and Computing & Engineering programs.
- **University of Derby**: Business case submitted for a **BA in Business Management, Marketing, and Top-Up courses**. A face-to-face meeting look place at the University with the partnership team and staff from the College of Business.
- **London Metropolitan University**: Due diligence documents submitted for BA and Top-Up programs in **Business**. CSA is also interested in exploring links for a degree in **Construction**.

Office for Students (OfS) Updates

- OfS approval received in February for the APP and to charge full fees where previously CSA was registered under the fee cap.
- Tuition fees set at **£8,248** but may be higher for some programmes based on partnership requirements.
- A meeting was held with OfS to discuss financial forecasts which included confirmation of:
 - Current student numbers.
 - DET completion data.
 - Planned provisions for 2025-26 academic year.
- Progression plans:
 - HND Hospitality Management and HND International Travel and Tourism Top-Up provision.
 - **Student Protection Plan** and compliance with OfS conditions.
 - **E6 Condition**: Harassment and sexual misconduct plan must be in place by 1st August.
- Subcontracting plans for **September 2025 and January 2026**. CSA confirmed that they were in partnership talks with three universities to offer both progression routes for current learners and new provision linked to skills gaps intelligence and employment requirements in London.



6	<p>Student Retention and Performance vs KPIs</p> <p>Attendance and Achievement Rates:</p> <ul style="list-style-type: none"> ● Pearson L&M: Attendance 83% Achievement: 100%, 89%, and 94% in three units. ● Business: Attendance 86% No assessments completed yet. ● HM: Attendance 88%. ● NCFE Cyber Security: Attendance 80% October intake achievement 95% & 96%. ● NCFE Data Analyst: Attendance 78%. ● Support Measures: <ul style="list-style-type: none"> ○ Warning letters issued to students with low attendance. ○ Online academic support available daily from 3:00 PM – 4:00 PM. ○ Weekly attendance monitoring and technical support for new learners. 	LM
5.	<p>External Examiner Reports</p> <ul style="list-style-type: none"> ● DET QA Report: Eight students were sampled, with satisfactory outcomes. The DET program has been discontinued due to changes in the curriculum and placement requirements. ● NCFE Academic Management Review: Positive feedback received. ● External Quality Assurance: Approved with no major actions required. ● Annual Monitoring Report: IQA and teaching staff documents submitted; no further action needed. 	AN
6.	<p>8a. Management Accounts – Period Ending December 31, 2025</p> <ul style="list-style-type: none"> ● Net profit: 18%, projected to reach 20% by June 2025. <p>8b. Student Recruitment Plans</p> <ul style="list-style-type: none"> ● Current student population: 395. ● Projected growth: 500 students (2024-25) → 1,141 students (2027-28). ● New course offerings for 2025-26: <ul style="list-style-type: none"> ○ BSc IT Management for Business (UWL). ○ BSc Business Analytics. (UWL) ○ BA Business Management with pathways. (UWL, LMU, UoD) <p>8c. Organisational Risk Register</p>	MI



	<ul style="list-style-type: none"> Risks related to compliance, sales, marketing, finances, data security, and welfare were discussed. A data management system has been implemented to enhance security. The Chair proposed hiring a Data Manager/Consultant to strengthen security. <p>MH suggested hiring a Professional Counsellor to support student mental health.</p>	
9	<p>Prevent Duty Risk Assessment Plan</p> <ul style="list-style-type: none"> Risk level at CEME campus assessed as medium, with no reported issues. Annual Prevent Training scheduled with the local authority for 7th April as part of the termly Staff Development Day. Radicalization awareness integrated into student induction. Security & Safeguarding Measures: <ul style="list-style-type: none"> Strict visitor and speaker policies. No unauthorized visitor access to classrooms or library. Multi-prayer area managed by building administration. Tutor training on identifying at-risk students. 	MH
10	<p>Board of Governance Business Plan</p> <ul style="list-style-type: none"> HND Progression Board Proposal: KB suggested tracking students transitioning from Year 1 to Year 2. Attendance Threshold: Minimum 80% attendance required. Support Measures: <ul style="list-style-type: none"> Personal tutors to intervene where necessary. Implementation of Individual Learning Plans. Additional student support measures to enhance engagement. 	MH
11.	<p>Items for Next Meeting</p> <ul style="list-style-type: none"> Review of strategic plans, assessment reports, intake data, awarding body reports, and board self-assessment. Action Points: <ul style="list-style-type: none"> Address potential conflicts with multiple university partnerships. Establish a risk management calendar with specific action timeframes. 	



- | | | |
|--|---|--|
| | <ul style="list-style-type: none">○ Ensure all members complete Prevent Duty training before the next meeting.○ Consider introducing an action plan so that actions can be recorded and progress monitored and evaluated, thereby providing greater clarity. | |
|--|---|--|

Next Meeting: Scheduled for July 2025.

Membership

Wilayat Malik - Chair

Muhammad Iftikhar - CEO

Mandy Hobart - Principal

Dr Phil Ingamels - External member

Ms Fozia Uddin - External member

TBC - Student member

Dr Anjum Naz - Staff Member & Head of Teaching and Learning

Kaniz Bukhari- Registry & Compliance Manager

Deepika Batra – Secretary to the Board

Internal CSA staff: Head of Student Services, Head of Administration, Registry & Compliance Manager shall be in attendance but not full Board Members.