Minutes of the Joint Board of Directors and Board of Governance Meeting

Wednesday 24.11.2021, 14.30 – 16.30 pm [held online via Microsoft Teams]

	Name	Position	Initials
Present:	Aaron Porter	Chair of the Board of Governance	AP
	Geoffrey Alderman	Principal	GA
	Nazim Uddin	Chair of the Board of Directors / Head of Quality Assurance	NU
	Athiqul Islam	Director / Head of Administration/Finance/HR	AI
	Shiraj Islam	Director / Head of Marketing and Work Based Learning	SI
	Coral Hill	Non-Executive	CH
	Sarah Ryan	Non-Executive	SR
	Shorful Islam	Non-Executive	SHI
	Juliette Wagner	Non-Executive	JW
	Carl Stychin	Non-Executive	CS
	Aamir Mehmood	Head of Data Management and Compliance (Observer)	AM
	Fudia Bayo Bangura	Student Representative	FBB
	Sayra Zaheer	Student Representative	SZ
	Ramona Disca	Student Representative	RD
	Mustapha Deboub	Student Representative	MD
	Moznur Roshid Roney	Student Representative	MRR
In Attendance	Shamso Miah	Senior Quality Assurance & Enhancement Officer / Committee Secretary	SM
Apologies:	Aleksandra Osiniagova	Head of Academic Services (Observer)	AO
	David Douglas	Head of Programme Delivery (Observer)	DD
	Alis Veronica Neicutescu Zoica	Student Representative	AVNZ
	Corina-Mariana Bozieru	Student Representative	CMB

Note Taker: Shamso Miah (24.11.2021)
Reviewed by: Aaron Porter (06/12/2021) and Nazim Uddin (30/11/2021)
Approved by: All members (13/04/2022)

Agenda:

Part A – Board of Governance

Unreserved Items:

1. Welcome (AP)

    a. Register of Interests

        a.i. Changes in the Register of Interests [attached]   To accept

2. Apologies   To accept

3. Minutes of last meeting (dated 21st July 2021) and review of action plan [attached]   To approve

4. Matters arising not elsewhere on the agenda

	To reflect To Note
5. Report from Principal [attached]	To receive
6. NCL Covid-19 Risk Mitigation and Outbreak Plan	
7. Academic and Prevent Risks	To consider
a. Prevent Steering Group Meeting – Action Points [attached]	To note
b. Academic Risk Register [attached]	To note To note
c. Prevent Accountability Deceleration Sign-off [attached]	
8. Office for Students –	
a. Oral update	To note
9. Strategic Plan and Performance Indicators	
a. Draft Directors Report to be appended to the Accounts [attached]	To discuss
10. Access and Participation Plan 2020-2025	
a. Student Access and Success Steering Group	To receive
b. 2020-21 Access and Participation Plan Impact Report [attached]	To receive
11. Awarding Bodies' Reports: a: Pearson	
a. i. EE Report HND HM [attached]	To receive
a. ii. Response to EE Report HND HM [attached]	To receive
a.iii. EE Report HND Business [attached]	To receive
a.iv Response to EE Report HND Business [attached]	To receive
11.b- London Metropolitan University b.i. Module Confirmation Pro forma (LMU) [attached]	To receive
12. Taught Degree Awarding Powers	
a. Update Report on the New DAPS Progress [attached]	To discuss
b. Terms of Reference for the New DAPs Steering Group [attached]	To receive
13. Quality Assurance and Enhancement Strategy	
a. Reactive Enhancement following HND Business EE Reports 2021 [attached]	To receive To receive
b. Career Development Opportunities and Pay Structure Ver.1.03	

[attached]

14. Student Experience and Current Performance Statistics

    a. Summary NCL Student Survey Report [attached]   To receive

15. Recruitment and Admission Report for 2019/20   To note

16. Careers and Employability update

    a. KEC Report (2020-21) [attached]   To note

    b. KEC Meeting Minutes [attached]

17. Staff Development and LTEEC

    a. Update on Learning, Teaching, Engagement and Enhancement Conference (LTEEC) Report 2020 [Oral Update]   To receive

18. Academic Board Meeting Minutes

    a. Academic Board Meeting Minutes (07.07.2021) [attached]   To receive

19. Audit, Risk Management and Remuneration Committee

    a. ARMRC Meeting minutes (20.10.2021) [attached]   To receive

20. Compliance with regulatory deadlines:(GA: Oral Update)   To note

21. Estate and Resources **[decision to be reserved for the BoD]**

22. Key Dates – submissions and subscriptions [attached

23. Any Other Business

24. Date of Next Meeting: Wednesday 13th April 2022

Part B – Matters Reserved for the Board of Directors

25. Strategic Priorities (Covered in the Joint BoD and BoG meeting)
    a. Report on the acquisition of the CCC's Broadstairs Campus. [attached]   To note
    b. Pass the Resolution: Authorising the acquisition of the Broadstairs Campus [attached]   To note
    c. Advice on matters related to finance, investment   To discuss

26. Financial Performance (Covered in the Joint BoD and BoG meeting)
    a. Draft Accounts for 2020-21[attached]   To approve
    b. Financial Performance Report FY2020 – 2021 [attached]   To note
    c. Advice on matters related to finance, investment and academic resources   To discuss

27. Job Description for the Vice Principal Post [Oral Update]

28. Performance of the College: [Discussed in Part A]

29. Academic and corporate governance, risks, and value for money (April and November each year): (Covered in the Joint BoD and BoG meeting)
Any recommendations from BoG,

30. Academic Board and the ARMRC on the Effectiveness of governance arrangement at NCL
To discuss

Part A – Board of Governance – Minutes of the Meeting

Unreserved Items:

1. Welcome

The Chair of the Board of Governance welcomed all the members to the meeting, including student representatives. The Chair introduced SM to all members and noted he will be taking minutes of the meeting.

      a. Register of Interests [attached]

The members in the meeting received and noted the Register of Interests.

      a.i. Changes in the Register of Interests

2. Apologies

Apologies for absence were noted. The Chair of the Board of Governance has informed the members SHI (external member) will join the meeting at 15:00.

3. Minutes of last meeting (dated 21st July 2021) and review of action plan [attached]

The members received and approved the minutes of 21st July 2021 as an accurate record of the discussion.

The Board received an update on the actions raised in the previous meeting. An oral update for Action point 2 was provided by Head of Data Management and Compliance who informed the members the document has been prepared for the meeting, but discrepancies had been identified prior to the meeting. The Chair of the Board of Governance asked for an executive summary of the report in the next meeting. **[AP1].**

4. Matters arising not elsewhere on the agenda:

None

5. Report from Principal [attached]

The Board received and noted the Report from the Principal which was accompanied by an oral update. The following points were noted in the meeting:

i. The Principal informed the members in the meeting that he has received and signed a non-legally binding memorandum of understanding with a University.

ii. Kate Stoneman has been appointed as the Academic Project Manager who will project manage the College's work to secure New Degree Awarding Powers (New DAPs); she will report directly to the Principal.

iii. Face to face teaching has returned to the College. The Principal informed the meeting that the College is prepared to reinstate remote teaching in the next calendar year should it be needed.

iv. The Graduation Ceremony for HND Business took place on 23.11.2021. The Principal and Chair of the Board of Governance were present at the ceremony. The Principal has expressed his thanks to the Registrar, who diligently and very professionally prepared for the event which went without a hitch.

The Principal informed the Board that the Graduation Ceremony for HND Hospitality Management will take place on 25.11.2021. The students of the validated programmes awarded by London Metropolitan University will attend their graduation ceremony at the University.

The Principal has thanked all staff and students for their efforts in making these graduation ceremonies possible.

v. A programme of Prevent training events had been organised and delivered.

vi. The Principal informed the meeting that he has accepted the invitation to join the Equality, Diversity & Inclusion Strategic Advisory Group of Advance HE and had attended its first virtual meeting.

The Board has thanked the Principal and team for their stewardship in preparation for forming a partnership with a University.

The Board raised a question regarding the transition from online learning to physical and how this would affect student learning. The Principal noted some students preferred the convenience of online learning whereas other students found the move more stressful, due to internet problems and working from an unsuitable home environment.

The Principal reminded the meeting that the NCL student satisfaction rate exceeds 98%, in spite of the pandemic. A student representative informed the Board that the teaching, learning resources and overall delivery has been very good during the academic year.

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6. **NCL Covid-19 Risk Mitigation and Outbreak Plan**

The Board received the NCL Covid-19 Risk Mitigation and Outbreak Plan and discussed its contents. The Principal informed the meeting that the Plan had been submitted to and approved by the London Borough of Redbridge.

7. **Academic and Prevent Risks**

   a. **Prevent Steering Group Meeting – Action Points [attached]**

The Prevent Steering Group Meeting minutes were received and noted by the Board.

   b. **Academic Risk Register [attached]**

The meeting received the Academic Risk Register.

   c. **Prevent Accountability Deceleration Sign-off [attached]**

The Chair of Board of Governance has signed off the Prevent Accountability Deceleration for OfS (as mentioned in 7.b)

8. **Office for Students –**

   a. **Oral update**

The Principal gave a frank oral update to the meeting regarding the changing internal dynamics of the OfS.

The Principal informed the Board that the College has been contacted by OfS with an exhortation to sign up to a particular definition for anti-Semitism, which Nelson College London had refused to do. **However, the College does of course take into account existing legislation and takes a zero tolerance approach to any form of discrimination including racism and antisemitism.** The Principal stated that among 418 Higher Education Institution who are registered with the OfS, only 216 have thus far signed up to the IHRA definition.

9. **Strategic Plan and Performance Indicators**

   a. **Draft Directors Report to be appended to the Accounts [attached]**

The Directors' report contains information on the strategic plan and the College's progress against various performance indicators. The HoQA informed the Board that the Draft Directors' Report should be appended to the Accounts. The members of the meeting were informed by the HoQA that this year's report focuses more on the College's progress against the progression indicators and the College's investment in software, NCL Career Hub, NCL Career Advisory Service and KEC department.

The HoQA informed the Board that the College will publish another statement on Value for Money (VFM) in 2022.

10. Access and Participation Plan 2020-2025

a. Student Access and Success Steering Group

b. 2020-21 Access and Participation Plan Impact Report [attached]

The Board received and noted the 2020-2021 Access and Participation Plan Impact Report. The Principal reminded members that the APP is a 5-year plan, with performance being annually reviewed in the Impact Report.

The Joint Board enquired about the status of the Career Advice Department in the report. The HoQA informed the meeting that in the previous Access and Participation Plan, the College included its intention to set up the Career Advice Department (CAD). The Board was informed that NCL Knowledge Exchange Centre (KEC) has established a separate team titled as Career Advice Service (CAS) and invested in appropriate staff and software.

The members enquired about progression of students and engagement of alumni. The HoQA informed members that work with alumni had to date been fairly limited, though the establishment of an alumni association was being considered.

11. Awarding Bodies' Reports:

a.i. EE Report HND HM [attached]

a. ii. Response to EE Report HND HM [attached]

The Board received and noted the HND Hospitality Management Report from the external examiner.

a.iii. EE Report HND Business [attached]

a.iv Response to EE Report HND Business [attached]

The Board received and noted the external examiner report for the HND Business. The meeting was of the view that the reactive enhancement following the HND Business Report shows that the College is resilient and has an effective action plan in place.

11.b. London Metropolitan University

b.i. Module Confirmation Pro forma (LMU) [attached]

The Board received and noted this document.

12. Taught Degree Awarding Powers

a. Update Report on the New DAPS Progress [attached]

The meeting received and noted the Report on the New Degree Awarding Powers (NDAPs) Progress. The Principal provided an update on the report and the appointment of Kate Stoneman who is the Project Manager with successful experience in NDAPs for Higher Education institutions.

b. Terms of Reference for the New DAPs Steering Group [attached]

The meeting received and noted the terms of reference.

13. Quality Assurance and Enhancement Strategy

a. Reactive Enhancement following HND Business EE Reports 2021 [attached]

The meeting received and noted the Reactive Enhancement following HND Business EE Reports 2021.

b. Career Development Opportunities and Pay Structure Ver.1.03 [attached]

The meeting received and approved the Career Development Opportunities and Pay Structure (Ver.1.03) document.

14. Student Experience and Current Performance Statistics

a. Summary NCL Student Survey Report [attached]

The meeting received and noted the NCL Student Survey 2021. The Chair of Board of Governance informed members that other Higher Education providers have struggled to satisfy student needs in early 2020 due to online learning.

The HoQA noted that the College's Open-Door Policy contributes to high satisfaction rates amongst students.

15. Recruitment and Admission Report for 2020/21 [oral update]

The Head of Marketing and Work Based Learning provided an update to all members on recruitment for admission for 2021/2022. The Board has been reassured that adequate progress has been made in terms of attracting applications from potential students. However, there are some bottlenecks in issuing offer letters as there are some applications with missing documentation, pending interview, and waiting for admission and diagnostic tests.

16. Careers and Employability update

a. KEC Report (2020-21) [attached]

The meeting received and noted the KEC Report (2020/2021). The meeting commended the report as well structured, and organised.

The Board members highlighted the need for more information on work placements for students and engagement figures for events held by the KEC team.

The Principal has informed the meeting the NCL students are often restricted in obtaining work placements due to their age, demographics and responsibilities outside of studies. The Chair of the Board of Governance requested a short presentation to be provided by the KEC Manager in the next Board meeting on Work Placements. **[AP2]**

b. KEC Meeting Minutes [attached]

The KEC minutes were received and noted by the Board.

17. Staff Development and LTEEC

a. Update on Learning, Teaching, Engagement and Enhancement Conference (LTEEC) Report 2020 [Oral Update]

The Principal has provided an update on The Learning, Teaching, Engagement and Enhancement Conference (LTEEC) on behalf of the Head of Programme Delivery. The LTEEC was postponed due to technical and logistical difficulties, and will take place in the new year 2022.

18. Academic Board Meeting Minutes

a. Academic Board Meeting Minutes (07.07.2021) [attached]
The received and noted the Academic Board Meeting minutes.

19. Audit, Risk Management and Remuneration Committee

a. ARMRC Meeting minutes (20.10.2021) [attached]
The received and noted the ARMRC Meeting minutes.

20. Compliance with regulatory deadlines:(GA: Oral Update)

The meeting received an oral update from the Principal, affirming that the College has complied with all the regulatory deadlines to date.

21. Estate and Resources [decision to be reserved for the BoD]

22. Key Dates – submissions and subscriptions [attached]

23. Any Other Business

24. Date of Next Meeting: Wednesday 13th April 2022

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New Action Plan:

Action Point	To Do	Person Responsible	Deadline	Status	Comments
AP1	To provide an executive summary of the scope of Sensitivity Analysis and Contingency Plan	Head of Data Management and Compliance.	April 2022	Done	In agenda 4d.
AP2	To provide a presentation on work placements	KEC Manager	April 2022	Done	KEC Manager to present.

Previous Action Plan:

Action Point	To Do	Person Responsible	Deadline	Status	Comments
AP1	To publish value for money statement on the website	Head of Academic Services	Sept 2021	Done	
AP2	To broaden the scope of Sensitivity Analysis and Contingency Plan	Head of Data Management and Compliance.	October 2021	Wip	Oral update
AP3	KEC to provide a quarterly report to the Joint BoD/BoG. The report should summarize the key achievements and action points to comply with OfS benchmarks.	Manager: Knowledge Exchange Centre (KEC)	October 2021	Done	KEC Meeting minutes – agenda item 16b.