NELSON COLLEGE LONDON NCL

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

Wednesday 25.11. 2020, 13.30 - 15:30 [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
	David Douglas	Head of Programme Delivery (Observer)	DD
	Aamir Mehmood	Head of Data Management and Compliance (Observer)	AM
	Ramona Disca	Student Representative	RD
	Mustapha Deboub	Student Representative	MD
	Jerry Alouna	Student Representative	JA
In Attendance	Purnima Mehta	Quality Assurance & Enhancement Manager / Committee Secretary	PM
Apologies:	Aleksandra Osiniagova	Head of Academic Services (Observer)	AO

Note Taker: Purnima Mehta (25.11.2020)
Reviewed by: Aaron Porter (10.12.2020) and Nazim Uddin (07.12.2020)
Approved by: All Members

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 8th July 2020) and review of action plan [attached] — To approve

4. Matters arising not elsewhere on the agenda

    a. Revised CUC Code Update [attached] — To reflect

    b. Key Dates: Submissions and Subscriptions [attached]

    To Note

5. Report from Principal [attached]	To receive
6. Academic and Prevent Risks	To consider
a. Prevent Steering Group Meeting – Action Points [attached]	To note
b. Academic Risk Register [attached]	To note
7. Office for Students – Accounts Direction	
a. Draft Financial Statement NCL 2020 [attached]	To note
8. Strategic Plan and Performance Indicators	
a. Draft: Strategic Plan (2017-20) Progress Report [attached]	To discuss
9. Access and Participation Plan 2020-2025	
a. Approved APP (2019-20) [attached]	To receive
b. APP Progress Report Access [attached]	To receive
c. APP Progress Report Success [attached]	To receive
d. APP Progress Report Progression [attached]	To receive
e. APP Progress Report- Student Welfare Team [attached]	To receive
f. APP Future Monitoring Requirements [attached]	To receive
g. Summary of APP reports [NU: Oral Update]	To receive
10. Awarding Bodies' Reports: 10.a: Pearson	
a. i. Assessment Board 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
10.b- London Metropolitan University b.i. Module Confirmation Pro forma (LMU) [attached]	To receive
11. Taught Degree Awarding Powers	
a. Draft New DAPS Plan [attached]	To discuss
12. Quality Assurance and Enhancement Strategy	
a. Quality Assurance and Enhancement Strategy Report [attached]	To receive
13. Student Experience and Current Performance Statistics	
	To receive

a. Summary NCL Student Survey Report 2020 [attached]

14. Recruitment and Admission Report for 2019/20 — To note

15. Careers and Employability update

   a. KEC Employability, Career Development and Progression — To note

    Report (2019 -20 [attached]

16. Staff Development and LTEEC

   a. Learning, Teaching, Engagement and Enhancement Conference — To receive
    (LTEEC) Report 2020 [attached]

17. Academic Board Meeting Minutes

   a. Academic Board Meeting Minutes (29.6.2020) [attached] — To receive

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

19. Date of Next Meeting: Thursday 15th April 2021

Part A – Board of Governance – Minutes of the Meeting

1. Welcome (AP)
The Chair of the Board of Governance welcomed members to the first part of the meeting.

The changes in the 'Register of Interests' were noted and accepted by the Board members (1.a.i).

2. Apologies (AP)
Apologies for absence were noted.

3. Minutes of last meeting and review of action plan. [attached]
The members received and approved the meeting minutes from 08th July 2020 as an accurate record.

4. Matters arising not elsewhere on the agenda
a. Revised CUC Code Update [attached]
The Chair presented a paper on revised CUC Code which was issued by the Committee of University of Chairs in September 2020. The paper highlighted major changes to the Code based around six elements: **accountability; sustainability; reputation; equality, inclusivity and diversity; effectiveness;** and **engagement.**

The Board members thanked the Chair for updating them on the revised CUC Code and reflected on how these changes are going to affect its operations. The Board unanimously agreed that the College should conduct a mapping exercise against the revised CUC code [AP1]

b. Key Dates: Submissions and Subscriptions [attached]
The meeting received and noted 'Key Dates: Submissions and Subscriptions'.

5. Report from Principal (GA) [attached]

The meeting received and noted the Principal's Report on matters relating to the College. An oral update from the Principal accompanied the report. The following was noted:

a) Following a 'virtual' meeting with the OfS Prevent team, the College's Prevent return for 2019 appeared to have been signed off.

b) The College's Prevent Steering Group has continued to meet 'virtually' during the Covid-19 pandemic.

c) During the pandemic, the College offered 'blended learning packages consisting of small group face-to-face teaching supported by remote teaching & learning opportunities. For those students who did not have internet access, telephone access to teaching and learning opportunities has been facilitated.

d) During September and October 2020 and at the behest of the Department for Education, the College's Covid-19 Risk Mitigation and Outbreak Plan was formally approved –without amendment- by Public Health Department of the London Borough of Redbridge.

e) The 2020 Graduation Ceremony has been provisionally postponed till late 2021.

f) The Principal thanked all staff and students for the magnificent proactive manner in which they all have responded so positively and constructively to the demands and challenges of this present Covid-19 emergency situation

g) The Board was pleased to note the student recruitment figures for all the programmes (i.e. HND Business; HND HM; FdA Business; FdA HM; Top-Up Business; Top-Up HM and Maters- International Business) offered by the College for September 2020.
The Board members were also informed that there will be further intakes in early 2021.

h) The meeting also noted Principal's continued membership of various external groups and his recent publications

6. Academic and Prevent Risks

a. Prevent Steering Group Meeting- Action Points [attached]
The meeting received and noted 'Prevent Steering Group' (PSG) minutes.

b. Academic Risk Register [attached]
The meeting received and approved the draft Academic Risk Register. The register covers risks associated with partnerships; recruitment; retention; quality assurance; learning, teaching and assessment; academic staff and resources and student experience.

7. Office for Students – Accounts Direction
a. Draft Financial Statement NCL 2020 [attached]
The Board received and noted the 'Directors Report and the Financial Statement for the year ending 31st July 2020.

The Board members were pleased to note that the College is in a financially strong position..

The Annual Accounts Statement 2020 also confirmed that the College has measures in place to ensure that the grants received as an Approved (Fee-Cap) provider are spent for the purpose given and comply with their associated 'Terms and Conditions'.

The Board of Directors of the College were pleased to report that in the year ending 31st July 2020, the College has made an excellent progress towards achieving its aims to become a leading provider of a high quality, career focused HE institution in greater London area. The continuation rates are above benchmark and the College has achieved high levels of student satisfaction rates in teaching, assessment and feedback. Some challenges in relation to the progression rate from studies to highly skilled employment or further study were also identified in the report.

8. Strategic Plan and Performance Indicators
a. Draft: Strategic Plan (2017-20) Progress Report [attached]

The Board received and endorsed the Strategic Plan (2017-20) Progress report which summarises the progress made in achieving the strategic priorities listed in the plan.

The Board members were pleased to note that the plan has proved to be a magnificent navigational tool which has allowed the College to keep focused on widening access and successful participation activities.

9. Access and Participation Plan 2020-2025
a. Approved APP Plan 2019-20 [attached]

The meeting received the OfS-approved Access and Participation Plan (APP) covering the academic years 2019-20 The Board of Governance (BoG) noted that mechanisms were in place to monitor the achievement of targets set out in the APP Plan. The members expressed a keen interest in being routinely appraised on the progress of the plan.

b. APP Progress Report - Access Team [attached]

The meeting received and noted the Progress Report on APP Plan from the Access Team for the period from May 2020 to Oct 2020. The report provides a comprehensive commentary on the evaluation of strategies and commitments to achieve targets as set out in APP Plan.

c. APP Progress Report - Success Team [attached]

The meeting received and noted the Progress Report on APP Plan from the Success Team for the period from May 2020 to Oct 2020. The report analyses the effectiveness of the strategies that are currently in place to measure success in all the programmes offered at the College. The report provides an update on action plans and outstanding targets.

d. Progress Report on APP Plan – from Progression Team [attached]

The meeting received and noted the Progress Report on the APP Plan from the Progression Team for the period from May 2020 to Oct 2020 inclusive. The report provides commentary on the effectiveness of progression strategies, an update on action plans and outstanding targets.

e. APP Progress Report- from Student Welfare Team [attached]

The meeting received and noted the APP Progress Report from the Student Welfare Team for the period from May 2020 to Oct 2020 inclusive. The report discusses the provision of 'disability & care leaver support'; 'hardship & bursary packages' and Covid-19 support funds.

f. Access & Participation- Future Monitoring Requirements [attached]

The meeting received and noted Access & Participation- Future Monitoring Requirements received from OfS for 2019-20 onwards. It details that the College is expected to publish and submit an annual report to OfS detailing progress against targets and commitments made in Access and Participation Plan. The College will also be expected to provide assurances on investment in access and participation through financial returns.

g. Summary of APP Report [Oral Update]

The HoQA provided an oral update that the College will produce 'APP Monitoring and Impact Report' that will summarise various APP reports which are collectively scrutinised by various sub-committees.

The evaluation model used in the *'APP Monitoring and Impact Report'* is based on narrative, empirical and causative evaluation methods.

10. Awarding Body Reports
a. Pearson
   a.i. Assessment Board Report HND HM [attached]
   a.ii. Response to EE Report HND HM [attached]
   a.iii. EE Report HND Business [attached]
   a.iv. Response to EE Report HND Business [attached]

The Board members were pleased to receive and note the Pearson BTEC Higher Nationals Examiner Assessment Board Reports 2020 and the College's responses to the reports.

b. London Metropolitan University
   b.i. Module Confirmation Pro forma [attached]

The Head of Programme Delivery (HoPD) notified the Board on the above matter. The Board members were pleased to note that the College meets the key performance indicators applicable for the London Metropolitan University (LMU) programmes.

11. Taught Degree Awarding Powers
a. Draft New DAPs Plan [attached]

The Board received and endorsed the 'Draft New DAPs Plan'.

The plan is a 'Self Evaluation' document and demonstrates how NCL will meet the DAPs criteria (Criterion A- Academic governance, Criterion B: Academic standards and quality assurance, Criterion C: Scholarship and the pedagogical effectiveness of staff, Criterion D: Environment for supporting students, Criterion E: Evaluation of performance) in full by the end of a three-year probationary period. The plan also lists a number of documents that need to be prepared in anticipation of receiving a New DAPs visit from the OfS and/or its Designated Quality Body (the QAA).

The Board members were pleased to note the progress made in preparing the necessary DAP application.

12. Quality Assurance & Enhancement Strategy Report [attached]

The Board received and endorsed the Quality Assurance and Enhancement Strategy report.
The report provided detailed analysis on how the four enhancement initiatives (incremental, reactive, strategic and thematic) were implemented in the College during 2019-20.

The Board members were pleased to note that the *'Enhancement Strategy'* has made a positive impact and has been effectively embedded across various departments within the College.

The HoQA informed the Board that the College has designed a 'Research Publication Application Form' and 'Micro-Research Application Form' to encourage staff to undertake research and scholarly activities. Also the College is in the process of designing a 'Teaching and Learning Handbook' to promote pedagogic practices that are exclusively geared towards mature students studying at Nelson College London. [AP2]

The Chair thanked the HoQA and the Quality department for undertaking and promoting these College-wide enhancement initiatives.

13. Student Experience and Current Performance Statistics
a. Summary of NCL Student Survey Report 2020 [attached]

The Board received and endorsed the Summary of NCL Student Survey Report.

The Board members were delighted to note that students have responded positively in the Survey, with an 'Overall Satisfaction Rate' of 4.7 (94.3%), that are either at par or have exceeded the NCL Indicators (2019) and the Benchmark TEF Metrics 2019.

The Board noted that the individual sections – Academic Support; Welfare Resources and Facilities; Entrepreneurial Opportunities; Student Safety and Personal Development received the highest average score of 4.7%

14. Recruitment and Admission Report for 2019/20 [attached]

The Board noted and received the Recruitment and Admission report for 2019/20. The findings in the report identified that the students and staff are highly satisfied with significant changes introduced by the College in the recruitment and admissions processes to support potential students.

The Board members were pleased to note that the College has plans to deploy more resources to explore opportunities to recruit students from disabled & Care Leaver groups.

15. Careers and Employability update
b. KEC Employability, Career Development and Progression Report 2019-20 [attached]

The Board received and endorsed the KEC Employability, Career Development and Progression Report 2019-20.

The report provides details of workshops, field trips and events that were organised by the KEC (Knowledge Exchange Centre) to support students in developing their skills and careers.

16. Staff Development and LTEEC
c. Learning, Teaching, Engagement and Enhancement Conference (LTEEC) Report 2020 [attached]

The meeting received and endorsed the Learning, Teaching, Engagement and Enhancement Conference (LTEEC) Report 2020.

The report highlighted that in response to the Covid -19 situation, the 'Learning, Teaching, Enhancement & Engagement (LTEE) Conference' was held remotely in June 2020 on the theme, 'Value for Money in your Education' The video presentation of the conference included links to various useful resources and was accompanied by an underlying quiz and some valuable cash prizes.

The Board members were pleased to note that the College has been organising LTEE Conferences successfully since 2018.

The Chair thanked the presenters and the participants for their valuable contributions and coming up with an innovative idea of hosting a video presentation during this challenging Covid-19 situation.

17. Academic Board Meeting Minutes
d. Academic Board Meeting Minutes (29.06.2020) [attached]

The Board received and noted the minutes of the Academic Board meeting which took place on 29th June 2020.

The Board noted that amongst other items, a new policy titled 'Student Welfare and Pastoral Care Policy' and a number of other policies (e.g. 'IT Acceptable Use Policy and e-Safety Procedures'; 'Teaching and Learning Strategy and Policy'; Recruitment, Selection and Admission Policy) which involved major changes to address QAA & OfS requirements had been approved in this meeting.

18. Compliance with regulatory deadlines (GA) [Oral Update]:

The meeting received an oral update from the Principal that the College continues to comply with all the regulatory deadlines.

19. Any Other Business
No points were raised under this agenda item.

20. Date of Next Joint BoD-BoG Meeting:
Thursday 15th April 2020 from 14.00 pm- 16.30 pm

New Action Plan: Part A- Board of Governance (BoG)

Action Point	To Do	Person Responsible	Deadline	Status	Comments
AP1 25.11.2020	To conduct internal review / mapping exercise against the revised CUC Code of Governance	Director/Head of Quality Assurance (HoQA)	Jan 2021	Done	
AP2 25.11.2020	Draft NCL: Teaching Practices Framework	Director/Head of Quality Assurance (HoQA)	Jan 2021	Done	

Previous Action Plan: Part A- Board of Governance (BoG)

Action Point	To Do	Person Responsible	Deadline	Status	Comments
AP1 8.07.2020	New DAPs Application Outline Plan	Director / Head of Quality Assurance (HoQA) and Quality Assurance and Enhancement Manager (QAEM)	1st November 2020	Done	Attached, in agenda 11a.