NELSON COLLEGE LONDON NCL

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

Monday 08th July 2020, 14:00 - 16:30 [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
In Attendance	Purnima Mehta	Quality Assurance & Enhancement Manager / Committee Secretary	PM
Apologies:	Aleksandra Osiniagova	Head of Academic Services (Observer)	AO
	Marie Bashir Fatifaati	Student Representative	MB
	Shayfa Begum	Student Representative	SB

Note Taker: Purnima Mehta (10.07.2020)
Reviewed by: Aaron Porter (27/07/2020) and Nazim Uddin (23/07/2020)
Approved by: All Members

Agenda:

Part A – Board of Governance

Unreserved Items:

1. Welcome (AP)   To accept
    a. Register of Interests
2. Apologies   To accept
3. Minutes of last meeting and review of action plan [attached]   To approve
4. Matters arising not elsewhere on the agenda   To note
5. Report from Principal [attached]   To receive

6. Office for Students –
    a. Conditions of Registration [attached]   To note
    b. Value for Money Report [attached]   To receive
    c. Terms and Conditions [attached]   To receive

7. Academic and Prevent Risks –   To consider
    a. Risk Management Policy [attached]   To approve
    b. Prevent Steering Group Meeting – Action Points [attached]   To note

c. Academic Risk Register [attached]-	To approve
8. Office for Students – Accounts Direction	To discuss
a. Governance Statement [attached]	To discuss
b. Internal Control and Risk Statement [attached]	To discuss
9. Strategic Plan and Performance Indicators [attached]	To recommend
10. Access and Participation Plan 2020-2025	
a. APP Plan 2020-2025 [attached]	To receive
b. APP Monitoring & Impact Report Template [attached]	To receive
c. Progress Report on APP Plan- from Success Team [attached]	To receive
	To receive
d.. Progress Report on APP Plan- from Access Team [attached]	To receive
e. Progress Report on APP Plan – from Progression Team [attached]	To receive
f. APP Progress Report- from Student Welfare Team [attached]	To receive
g. Access & Participation- Future Monitoring Requirements [attached]	To receive
h. APP - Monitoring & Impact Report Guidance [attached]	
11. Awarding Bodies' Reports:	
11.a: Pearson [attached]	To receive
11.b- London Metropolitan University [GA Oral Update]	
12. Strategic Plan **[decision to be reserved for the BoD]**	To approve
13. Governance**[decision to be reserved for the BoD]**	
a. Governance Review of Nelson College London [attached]	To approve
b. Executive Summary of Farrington report and the College's draft response [attached]	
14. Taught Degree Awarding Powers	
a. Update from HoQA on New Degree Awarding Powers	To discuss
b. Training on New DAP provided by Quality Assurance & Enhancement Manager in QAEC Committee Meeting on 10.06.2020 [attached]	To note
15. Quality Assurance and Enhancement Strategy report [attached]	To note
16. CRER Report / ~~Student Experience and Current Performance Statistics~~ [attached]	To receive
17. Recruitment and Admission Report for 2019/20 [attached]	To note
18. Careers and Employability update [attached]	To note
19. Staff Development and LTEEC (DD) [Oral Update]	To note
20. Academic Board Meeting Minutes (GA) [Oral Update]	To receive
21. Compliance with regulatory deadlines (GA) [Oral Update]	To note
22. Any Other Business	
23. Date of Next Meeting	

Part A – Board of Governance

1.   Welcome (AP)

The Chair of the Board of Governance welcomed members to the first part of the meeting.

1a. No changes were introduced in the 'Register of Interests'.

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 30th March 2020 as an accurate record.

4.   Matters arising not elsewhere on the agenda

No points were raised under this agenda item

5.   Report from Principal (GA) [attached]

The meeting noted the Principal's Report on matters relating to the College. An oral update from the Principal accompanied the report. The followings were noted:

a) A number of groups have been established within the College to oversee and carry forward the implementation of Access & Participation Plan 2020-2025.

b) The Prevent Risk Register was sent to OfS: Head of Prevent, the receipt of which has been acknowledged by OfS and the response is still awaited.

c) The College has paid the '*Designated Quality Body'* annual fee for 2020 on time.

d) OfS has awarded the College a recurrent Teaching Grant of £539,000 in respect of the academic year 2020-21.
The College's application to join Guild HE was accepted in May 2020.

e) The necessary technology put in place to teach remotely since 19th March 2020 is working well and some minor teething troubles have been successfully addressed.

f) The College is prepared to deliver programmes via *'blended-learning'* or *'online-learning'*. The blended learning will facilitate small group face-to-face teaching supported by remote 'teaching-&-learning' opportunities.

g) The *'Learning, Teaching, Enhancement & Engagement'* (LTEE) conference was held virtually in June 2020 on the theme, 'Value for Money in your Education'.
A remote '*Student Induction Package'* has also been produced.

h) The Committee members were informed that in both the campuses a small number of staff were put on furlough in accordance with the government scheme. It is planned that this arrangement will end in June 2020. A very limited number of staff and students have been permitted access to office space at both the campuses, under strict conditions in accordance with the government mandated protocols.

i) 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

j) The Principal informed the Committee members that his 'Executive Group' is currently considering to postpone the planned November 2020 Graduation Ceremony to January 2021.

k) The Board noted that it is too early to predict the final outcome of the recruitment efforts for the year 2020-21.

l) The Board noted that from June 2020 onwards a temporary 'Student Number Control' (SNC) will be reintroduced for all OfS Approved (Fee-Cap) Registered Providers.

m) The Committee members were informed that the teaching for two Master's programmes validated by London Metropolitan University (LMU) will commence in September 2020. The reintroduction of SNC (Student Number Control) does not apply to postgraduate courses, but it has been noted that that 'Student Loans Company (SLC) will not advance 'Tuition –Fee' loans in respect of one year taught Master's programme to students aged 60 or over at the commencement of the course. This appears to be a case of deliberate 'Age Discrimination' and the matter has accordingly been placed with Guild HE and local MP, Wes Streeting.

n) It was noted that the Principal had virtual meetings with Gordon Mackenzie [Chief Executive Guild HE] The meeting also noted Principal's continued memberships to various external groups and his recent publications

6. Office for Students –
a. Conditions of Registration [attached]

The board received the OfS conditions of registration document.
The '*OfS Regulatory Framework'* requires the governing body to comply with the general ongoing conditions of registration and ensure that these are met throughout the duration of its registration.

The Board formally recorded that it has reviewed NCL's position against the OfS conditions.

b. Value for Money Report [attached]

The OfS expects the College to regularly publish clear information about its arrangements for securing value for money including, a value for money statement (VFM), data about the sources of its income and the way that its income is used. The Board noted that there was no set template or guidance provided by the OfS on the structure of this statement. In producing the VFM statement, the College used the VFM framework used by the public sector organisations and then added additional paragraphs covering the views of the students, our progress against the TEF benchmarks and financial information. The VFM statement was approved by the Chair's Action as it was presented to the LTEE Conference 2020. The Board ratified the decision made by the Chair of the Board of Governance.

The report assures that there are adequate and effective arrangements in place in NCL to secure value for money (VFM) for students, taxpayers and other stakeholders.

c. Terms and Conditions [attached]

The OfS Registration Condition C1 requires the College to demonstrate that in developing and implementing its policies, procedures and terms & conditions it has given due regard to relevant guidance about how to comply with *'Consumer Protection Law'*. The terms and condition is an important part of the student's contract with the College.

The meeting received and noted the revised 'Terms and Conditions'. This document is an agreement of contract between the College & the prospective student. The 'terms and conditions' listed in this document will be applicable if an offer of admission to a course is accepted by a student.

7. Academic and Prevent Risks
a. Risk Management Policy [attached].

The meeting received and approved 'Risk Management Policy'. This policy is divided into two sections, namely *'Academic Risk Management'* and *'Prevent Risk Management'*.

The **'Academic Risk Management'** section outlines the key aspects in the development of a consistent best practice approach towards determining, analysing and managing academic risks.

The **'Prevent Risk Management'** section focuses on equality analysis & 'Prevent' principles.

The Board approved the Risk Management Policy.

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

c.   Academic Risk Register [attached]
The Board noted that the in the past the College had two separate risk registers (Corporate and Prevent). The College has now introduced the *'Academic Risk Register'*, which is to be owned and monitored by the Academic Board (AB) and the Board of Governance (BoG) is to review the arrangements. Therefore, this document is recommended to be approved by the BoG

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.

8.   Office for Students – Accounts Direction
a.   Governance Statement [attached]
The OfS accounts direction RA 9 requires the College to include a *'Governance Statement'* in its annual account/report for the year ending July 2020.

This 'Governance Statement' prepared using RA9 was received and discussed in the meeting. The discussion focused on the how the current governance arrangements of the College meet the expectations of UK higher education sector, especially the core values and primary elements of governance as set out in Higher Education Code of Governance, published by Committee of University Chairs (CUC).

The Governance Statement was formally approved by the Board

b.   Internal Control and Risk Statement [attached]
The OfS accounts direction RA 9 requires the College to include a statement on *'Internal Control and Risk Management'* in its annual accounts. This document has been approved by the Audit Committee (AC) and is for Board of Governance (BoG) committee to note.

The *'Internal Control and Risk Statement'* was received and discussed The discussion on the statement focused on internal control arrangements and assessment of *'Principal Business Threats'* such as Brexit Risk, Compliance & Regulatory Risk and Covid-19 Risk.

The statement confirms that internal control and risk management systems at NCL are efficient and effective and this is assured by the College's External Auditors.

9.   Strategic Plan and Performance Indicators [attached]
The progress on the strategic plan is to be covered in item 27, Strategic Plan (2017-18) Progress Report Template. The Board noted that the College's achievements against the key performance indicators are provided in the CRER report (page 205).

10. Access and Participation Plan 2020-2025

a. APP Plan 2020-2025 [attached]

The meeting received the OfS-approved Access and Participation Plan (APP) covering the academic years 2020-2025. 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 to be routinely appraised on the progress of the plan.

b. APP Monitoring & Impact Report Template [attached]

The meeting received and noted APP Monitoring & Impact report template. The evaluation model designed to develop this report template is based on three different types of evidences: the narrative of evaluation (to articulate what the College is doing and why); empirical enquiry (to measure changes generated by different activities & practices); and consideration of causal claims (to identify impact which is a direct result of College activities)

c. Progress Report on APP Plan- from Success Team [attached]

The meeting received and noted the Progress Report on APP Plan from the Success Team. 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 also discusses action plan on outstanding targets and commitments with deadlines.

d. Progress Report on APP Plan- from Access Team [attached]

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

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

The meeting received and noted the Progress Report on APP Plan from Progression Team. The report provides commentary on effectiveness of progression strategies and action plan on outstanding targets.

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

The meeting received and noted the APP Progress Report from Student Welfare Team. The report details effectiveness on strategies with regards to '*disability & care leaver support'* and *'hardship & bursary packages'.*

g. 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.

h. APP - Monitoring & Impact Report Guidance [attached]

The meeting received and noted APP- Monitoring & Impact Report Guidance. The document provides details of evaluation approaches that could be used effectively by the College to evaluate 'Access & Participation Plan' to provide equal opportunities of study to higher education students.

Considering there were various sub-committees to collectively scrutinise the APP reports and to save time, the Chair announced that the Board wishes to receive one report on APP summarising the various APP reports.

11. Awarding Body Reports

a. Pearson [attached]

All the members were pleased to note that the report received from Pearson stated that the College complies with all the Pearson regulations and no recommendations were made in the report.

The Chair congratulated the teams delivering the Pearson programmes.

NELSON COLLEGE LONDON NCL

b.   London Metropolitan University [Oral Update]

The meeting received an oral update from Head of Programme Delivery (HoPD) on programmes awarded by London Metropolitan University (LMU) programmes. The HoPD informed the meeting that the College meets the key performance indicators applicable for the London Metropolitan University (LMU) programmes.

12. Strategic Plan 2020-2025 [attached]

The meeting received & discussed College's draft Strategic Plan for the year 2020-2025. The current draft plan had gone through various iterations in the last six months following the first draft was produced in September 2019. The discussion focused around the KPIs linked to the identified seven key priority development areas related to 'access; teaching and learning; student experience; student progression; staff; finance & sustainability and governance & accountability' in the Strategic Plan 2020-25. The Board was asked to recommend the Board of Directors (BoD) to approve the document subject to minor amendments in page 9, 20 and 259. [there was a need to stipulate the non-continuation rate, which is slightly below 16% (page 20 & 259)

All the members recommend the Board of Directors (BoD) to sign-off the 'Strategic Plan' (2020-25) in the Joint BoD-BoG meeting.

13. Governance

a.   Governance Review of Nelson College London [attached]

The meeting received with thanks the report on *'Governance Review of Nelson College London'* authored by Professor Dennis Farrington. This review was undertaken at the request of the Board of Directors (BoD) of Nelson College London Limited to assess the College's compliance with relevant legal and regulatory frameworks and recommendations in respect of the governance of the College.

The Committee members were pleased to note that the report on the review concluded that the College is a well-managed institution which compiles generally with the regulatory framework and guidance for alternative providers published by the Office for Students (OfS), the relevant guidance provided in the Higher Education Code of Governance and other material relevant to a privately-owned registered provider of higher education. The relationships between the different organs of governance and management as currently established in the Articles of Association updated in 2018 are broadly effective, there is a good and collaborative academic environment, and the College is addressing its future academic development in a considered way.

The number of recommendations made in the report to the Board of Directors (BoD) & the corresponding action plans were discussed in the meeting. The Chair invited the Director/Head of Quality Assurance (HoQA) and the Principal to give their views on Professor Farrington's Recommendations.

The Board recommend the publication on the College website of Professor Farrington's Executive Summary of his report

b.   Executive Summary of Farrington report and the College's draft response [attached]

The College's draft response to the number of recommendations made in the 'Farrington's report' were discussed in the meeting. The Board of Governance (BoG) agreed to work collectively with the Board of Directors (BoD) to apply recommended changes over the next 3 years in line with the OfS's evolving regulatory framework.

The Board recommend the publication of the College's response to the Professor Farrington's Executive Summary report and publish it on the College website.

14. Taught Degree Awarding Powers

    a.   Update from HoQA on New Degree Awarding Powers [attached]

The Head of Quality Assurance (HoQA) informed the Committee members that the College is planning to produce a range of evidence including policies and procedures to put forward an evidence-based application for New DAPs. However, some of these policies will be effective only after the College secures New DAPs.

The Board thanked Head of Quality Assurance (HoQA) and expects a draft plan in the next BoD-BoG meeting. [AP-1]

    b.   Training on New DAP provided by Quality Assurance & Enhancement Manager in QAEC Committee Meeting on 10.06.2020 [attached]

The Board received and noted the training on New DAP provided by Quality Assurance and Enhancement Manager in QAEC Committee Meeting on 10th June 2020. The objective of the training was to make the attendees aware of the QAA criteria on the New DAP assessment (criterion A-E) for New DAPs application).

The attendees were also made aware of the College's new '**Collaborative Provision Policy'** which will be effective after securing New DAPs.

15. Quality Assurance & Enhancement Strategy Report [attached]

The meeting noted that the Quality Assurance & Enhancement Strategy Report will be due in the next meeting related to the academic year 2019-20. The Board was asked whether they wish to see any changes in the structure of the report by presenting a copy of the Enhancement Strategy Report for the academic year 2018-19. This report focuses on the analysis of how the four enhancement initiatives (incremental, reactive, strategic and thematic) are implemented in the College.

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

16. CRER Report [attached]

The meeting received and noted the revised CRER Template. The template has been revised to provide more clarity on structures of individual programmes / courses.

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

The Committee 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 Committee was also pleased to note that College has plans to deploy more resources to explore opportunities to recruit students from disabled & Care Leaver groups.

The Director / Head of Marketing and Work Based Learning also expressed his thanks to all the managers and IT teams in their efforts to make work from home possible with minimal disruption to admissions and recruitment processes during this Covid-19 situation.

18. Careers and Employability update [attached]

The Committee members were informed that some new initiatives such as '**KEC Guides and Nano Learning Moments'** have been introduced by KEC along with other routine workshops, events & social media updates on Facebook, Twitter, Instagram & YouTube.

The *'KEC Guides'* are a series of short snappy booklets focussing on topics like learning & development, career progression etc. & are currently available in soft copy formats on the KEC SharePoint Publications page (**KECPublications)**. The hard copies of these guides will be made available in due course.

The *'KEC Nano Learning Moments'* are a series of small interactive exercises on learning & development. These new initiatives will enable students to make informed decisions about their career and development opportunities

The meeting recorded its thanks to the *'KEC Academic and Administrative Team'* for undertaking these new initiatives.

19. Staff Development and LTEEC 2020 conference [oral update]

The Head of Programme Delivery (HoPD) provided an oral update on the LTEEC 2020 conference. The Committee members were delighted to know that in response to 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 with an underlying quiz with some valuable cash prizes.

The Committee members thanked the presenters & the participants for their valuable contributions.

20. Academic Board Meeting Minutes (GA) [oral update]

There was nothing to report on this item.

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

There was nothing to report on this item.

22. Any Other Business

No points were raised under this agenda item.

Date of Next Joint BoD-BoG Meeting: 25 November 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	New DAPs Application Outline Plan	Director / Head of Quality Assurance (HoQA) and Quality Assurance and Enhancement Manager (QAEM)	1st November 2020		

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

Action Point	To Do	Person Responsible	Deadline	Status	Comments
AP1	Inviting 3 students to future meeting	Director / Head of Administration/Finance/HR and SA (Q&G)		Done	
AP2	To Provide an APP-related monitoring report	Director / Head of Administration/Finance/HR		Done	
AP3	To provide a presentation on Careers and Employability	Director /Head of Marketing and Work Based Learning	March 2020	Done	Circulated to Board members