

Minutes of the Joint Board of Directors and Board of Governance Meeting
Wednesday 23.11.2022, 14.00 – 16.00 [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 / Director / Head of Quality Assurance	NU
	Athiquil 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
	Fidan Mustafa Qizi Huseynova	Student Representative	FD
	Ramona-Annabella Disca	Student Representative	RD
	Rumel Alam Choudhury	Student Representative	RC
	In Attendance:	Shamso Miah	Senior Quality Assurance & Enhancement Officer / Committee Secretary
Aleksandra Osiniagova		Head of Academic Services and Vice Principal (Observer)	AO
Aamir Mehmood		Head of Data Management and Compliance (Observer)	AM
David Douglas		Head of Programme Delivery (Observer) (HoPD)	DD
Apologies:			

Note Taker: Shamso Miah (29/11/2022)

Reviewed by: Aaron Porter (15/12/2022) and Nazim Uddin (15/12/2022)

Agenda:**Part A – Board of Governance**Unreserved Items:

- | | | | |
|------------|--|---------------|------------|
| 1. | Welcome and Introductions (AP - oral) | | |
| 2. | Apologies | | |
| 3. | Minutes of the last meeting dated 27th July 2022 and review of the action plan | [attached] | To approve |
| | 3a (27.07.2022) Including action points | | To note |
| 4. | Matters arising not elsewhere on the agenda | | |
| | 4a Focus group - Exit Survey Report | [attached] | To note |
| | 4b Re-appointment of the Board of Governance Chair | [oral update] | |
| 5. | Report from Principal | | |
| | 5a Report from Principal | [attached] | To receive |
| | 5b Progress Report for BoG-BoD on the New DAPs Application | [attached] | To receive |
| | 5c CRER | | |
| | 5d Annual Report of the Academic Board to the BoG | | |
| 6. | Strategic Plan and Performance Indicators | | |
| | 6a College Performance and Value for Money Report | [attached] | To receive |
| | 6b Statement on Value for Money | [attached] | To note |
| | 6c Strategic Plan 2020 – 2025 Progress Report | [attached] | To receive |
| | 6d NCL Away Day | [attached] | To note |
| 7. | Academic Board Meeting Minutes | | |
| | 7a Academic Board Meeting Minutes (06.07.2022) | [attached] | To receive |
| | 7b Academic Development Plan | [attached] | To receive |
| 8. | IT/Estate/ Resources/ Finance | | |
| 9. | Student Experience/Engagement/Graduate Outcome | | |
| | 9a Student Engagement Framework | [attached] | To note |
| | 9b Report from student representatives | [oral update] | |
| | 9c NSS Results | [attached] | To note |
| 10. | Academic and Prevent Risks | | |
| | 10a Academic Risk Register | [attached] | To review |
| | 10b Prevent Risk Register | [attached] | To review |
| | 10c Corporate Risk Register | [attached] | To review |
| 11. | The Office for Students | | |
| | 11a B3 - Student Outcomes Indicators of Nelson College London | [attached] | To receive |
| | 11b New OfS approach to APP regulation | [attached] | To note |
| 12. | Any Other Business | | |
| | 12a Proposed NCL Away Day Dates | [oral update] | To agree |

13. Date of next meeting: TBC

Part A – Board of Governance – Minutes of the Meeting

Unreserved Items:

1. Welcome and Introductions (AP - oral)

The Chair of the Board of Governance opened the meeting at 14:00 and welcomed all the members.

The Chair introduced himself to the Student Representatives and explained the purpose and remits of the Board. The Chair asked the students and other members to introduce themselves.

2. Apologies

There were no apologies.

3. Minutes of last meeting dated 27th July 2022 and review of action plan [attached]

The minutes of the previous meeting were approved as an accurate record.

3a. (27.07.2022) including action points

The Chair updated all the members on the action points.

The members reviewed the action plan, with the Chair confirming all actions are complete except AP2.

In response to AP2, the Chair proposed that the Non-Executive Members (NEMs) should undergo an appraisal. It was decided that the HR Manager should circulate an email to all NEMs and the Chair suggesting proposed dates for one-to-one meetings between the Chair and NEMs. **[AP1]**

The appraisal is to be carried out every two years.

Following an oral update, the Board decided to discontinue AP3. The Chair clarified that access to human resource advice is being provided and dealt with and agreed that this matter does not need to be brought to the Board.

4. Matters arising not elsewhere on the agenda

4a. Focus group - Exit Survey Report [attached]

This report was noted by the members.

A member queried an action in the report regarding the balance of academic and industry-experienced tutors on all courses and asked if there is a strategic approach to this.

The Principal answered that the College takes a strategic approach to recruiting staff with academic and industry experience in order to balance the two. The Principal added that the students of the College value input from industry experts.

4.b. Re-appointment of the Board of Governance Chair [oral update]

The Chair introduced this item to re-appoint the Chair of the Board of Governance and declared his interest and decided to leave the meeting whilst the decision was being made.

The Chair of the Board of Directors (BoD) was nominated to Chair the discussion on this item. The BoD Chair led the discussion and commended the BoG Chair's role and contribution made to the College. The BoD Chair then invited every member to share their thoughts and whether or not they endorse the re-appointment. All the members unanimously agreed to the BoG Chair's re-appointment, citing his experience and background.

A member concurred and supported the Chair's re-appointment of a second term and also raised a point about the tenure of the second term indicating that whether the second term should end in 2025 or 2028. It was agreed that the HR, The Chair of the BoD and the BoG will agree the end date of the second **[AP2]**.

The handover for when the Chair completes a second term was discussed, with a member asking about the procedure for this. A succession plan should be reviewed with a procedure in place.

A member suggested that the College should appoint the next Chair early enough to allow the Chair designate to be able to observe, shadow, and lead the meeting. It was agreed that the successive Chair should be appointed between six and twelve months prior to the end of the final term the current Chair. A review of the governance procedure should be conducted to ensure procedures are in place for the appointment of a new Chair. **[AP3]**

Members discussed the re-appointment process and agreed that the governance instrument is reviewed by the HR Manager. **[AP4]**

The Chair returned to the meeting and was informed that the members unanimously agreed in his re-appointment of the Chair of BoG for a second term.

5. Report from Principal

5.a. Report from Principal [attached]

The meeting received and noted the Principal's Report. An oral update accompanied the report. The following was noted in the oral update:

- i. The Principal drew attention to the College's low benchmark for progression. This item was discussed in in the Audit, Risk Management and Remuneration Committee (ARMRC) meeting. Student progression is to be discussed in the Principal's Executive Group meeting. The Chair added that the Office for Students (OfS) introduced new data thresholds for progression, which are affecting many HEIs. Following the new Indicators for The Teaching Excellence Framework (TEF), the Chair requests the HoPD to guide students in writing the student submission. **[AP5]**.
- ii. In response to a EE report, the Board wanted further clarity and reassurance, which the Principal provided.
- iii. In response to establishing a new partnership with a UK university, the Principal notified that he has delegated to find a new partner to DD and NU and also that the College will submit an application to obtain degree-awarding powers to the OfS in 2023.

5.b. Progress Report for BoG-BoD on the New DAPs Application [attached]

The members received the Progress Report for BoG-BoD on the New DAPs Application.

The Chair explained that the process of applying for DAPs is changing due to the approach of the Quality Assurance Agency for Higher Education (QAA) as the Designated Quality Body (DQB) and changes in the OfS, which may affect the submission of the College's application.

6. Strategic Plan and Performance Indicators

6.a. College Performance and Value for Money Report [attached]

The members received the College Performance and Value for Money Report.

6.b. Statement on Value for Money

The members noted the Statement on Value for Money.

6.c. Strategic Plan 2020 – 2025 Progress Report [attached]

Under this agenda item, the “Nelson College London - Key Performance Indicators” was discussed. In response to the Chair’s invitation to comment on this document, a member raised a point regarding the Indicator 2 of Priority 1 (Access) that the progress on this has been stalled for more than two years. In response, the Head of Data Management and Compliance highlighted the challenges the College experienced to establish collaboration with schools and colleges and requested members to share any references or suggestions which could help the College to widen the partnership base. The members agreed that the benefits to the participating schools and colleges should be visible and attractive to strengthen the base. A member suggested a scholarship programme can be introduced to participating schools.

7. Academic Board Meeting Minutes

7.a. Academic Board Meeting Minutes (06.07.2022) [attached]

The minutes of the Academic Board were received and noted by the Board.

The Principal updated the Academic Board’s (AB) approval of two recommendations from the Academic Planning Committee (APC) regarding the campus and programme approval.

The Academic Board approved and took steps to apply to Pearson Education for approval of the newly acquired Broadstairs Campus to deliver HND programmes. Additionally, the Academic Board decided to apply to Pearson Education to offer the level 5 programme in

Diploma in Education and Training (DET). The DET programme will allow the College to provide further progression opportunities to our students and staff to have a formal qualification in teaching, which may have a positive effect on staff applications for the Fellowship of the Higher Education Academy (FHEA).

8. IT/Estate/ Resources/ Finance

This item was not discussed.

9. Student Experience/Engagement/Graduate Outcome

This item was not discussed.

9.a. Student Engagement Framework [attached]

The Student Engagement Framework was noted in the meeting with the HoPD, providing an oral update on this item.

It was confirmed that students were invited to express their interests and submit appropriate profiles to become the Student President and/or two Vice Presidents. Out of many applicants, only one submitted a profile, who was then elected as the Student President. Additionally, the Board was informed that the recruitment process for the appointment of Student Engagement Officers is underway, with interviews being held.

Members commended the development of the framework and commented that the framework will strengthen the student's voice.

9.b. Report from Student Representatives [oral update]

A Student Representative provided an oral report to the Board. She commended the facilities and the programme delivery, having been in the College for four years. In response to the Chair's question, the Student Representative informed that she joined the College by being positively encouraged by her friends who was a student at NCL and then she visited the campus and liked its family environment. In response to another question, the student rep confirmed that she's very happy with everything and informed that perhaps communication between staff and students could be improved. In response, the

HoPD responded that as the Chair of the Student Representatives Committee and the Student Engagement Management Committee, he would ensure that this issue is discussed and resolved. **[AP6]**

9.c. NSS Results

The Board noted the NSS results.

The Chair noted the changes to the OfS questions (Q. 27). The Principal enlightened the Board that a lobbying process is in place with other HEIs to reinstate the last question in the survey (i.e. overall satisfaction).

10. Academic and Prevent Risks

10.a. Academic Risk Register [attached]

The members noted the Academic Risk Register.

10.b. Prevent Risk Register [attached]

10.c. Corporate Risk Register [attached]

The Corporate Risk Register was received and noted by the members.

11. The Office for Students

11.a. B3 – Student Outcomes Indicators of Nelson College London

The members noted the item. The Principal confirming that the B3 student outcomes item will be discussed in the next Principal's Executive Group (PEG) meeting.

11.b. New OfS approach to APP regulation

The Head of Data Management and Compliance gave an oral update on this item. The current plan will end in 2023/24, and the College has been requested to submit a summary of the plan to the OfS, which should be approved late next year.

The Board reviewed the new approach with the Head of Data Management and Compliance updating the members on the changes.

12. Any Other Business

The away day dates were discussed and the Chair proposed a poll is sent out to all the members to confirm their preference. **[AP7]**

13. Date of next meeting

Dates and calendar invites were issued prior to the meeting.

New Action Plan

Action Point	To Do	Person Responsible	Deadline	Status	Comments
AP1	Circulate an email to all NEM and the Chair confirming their availability for an online appraisal.	HR Manager	January 2023		
AP2	Dates of appointments for all Non-Executive Members (NEM) are to be reviewed.	Head of HR	January 2023		
AP3	To review of the governance procedure should be conducted to ensure procedures are in place for the appointment of a new Chair.	Head of HR	January 2023		
AP4	governance instrument to be reviewed.	Head of HR	January 2023		
AP5	To support students in writing a report for TEF submission.	HoPD	February 2023		
AP6	To discuss how to improve communication between students and staff in the Student Engagement Management Committee	HoPD	March 2023		
AP7	All members will be sent a poll to confirm their preference for the NCL Away Day.	SQAEO	December 2022	Done	Next Away day to take place on 12 th June 2023.

Previous Action Plan

Action Point	To Do	Person Responsible	Deadline	Status	Comments
AP1	HR Manager would issue the non-executive members updated letters of appointment and fit, and proper person test.	HR Manager	14.11.2022	Done	
AP2	To formalise an appraisal process of NEMs	Head of HR and HR Manager	14.11.2022	Done	This action has been superseded by a new action.
AP3	To add a member to the BoG with HR background and HE experience	Chair of BoG, and Head of HR	14.11.2022	void	This action will not be pursued.
AP4	To provide Fellow in Higher Education status of BoG members	HR Manager	14.11.2022	Done	Email sent on 16.11.2022.
AP5	National Student Survey 2022 results to be included in next SRC meeting	Head of Programme Delivery	TBC	Done	The NSS results were sent to all student representatives before the meeting took place.
AP6	Principal to send message to all staff and students for the NSS score.	Principal	Sept 2022	Done	Featured in the NCL Newsletter.
AP7	Student Engagement Framework to be added in next meeting	SQAEO	14.11.2022	Done	In agenda item 9.a.
AP8	An update on the student focus group	SQAEO and Head of Quality Assurance	14.11.2022	Done	In agenda item 4.a.
AP9	value for money statement will be published and received by the Board in the next meeting.	Head of Quality Assurance	14.11.2022	Done	In agenda item 6.b.
AP10	To include DAPs risk in the Academic Risks Register	The Principal and Vice Principal	14.11.2022	Done	In agenda item 10.a.

New Action Plan

No new action.

Previous Action Plan

No previous action.