

## Joint Board of Directors and Board of Governance

Date: 16/04/2025  
Time: 11:00 – 13:00  
Location: Online (MS teams)

Attendees:			
Present:	Name	Position	Initials
	Aaron Porter	Chair of the Board of Governance	AP
	Nazim Uddin	Chair of the Board of Directors/ Director/ Head of Quality Assurance	NU
	Athiqul Islam	Director/ Head of HR and Finance	AI
	Shiraj Islam	Director/ Head of Marketing and Work-Based Learning	SI
	Roger Bradburn	Principal / Chair of Academic Board	RB
	Andreea-Alexandra Burlan	Student Member	AaB
	Fateh Husseini	Student Member	FH
	Ashur Banipal	Student Member	AB
	Sarah-Jo Loveday	Director/ Non-Executive member	SJL
	Helen Pickering	Non-Executive member/ Chair of Audit, Risk Management and Remuneration Committee (ARMRC)	HP
	Elizabeth Williams	Non-Executive member - from item 6	EW
	Carl Stychin	Non-Executive member	CS
	Sarah Ryan	Non-Executive member	SR
	Dr Shorful Islam	Non-Executive member	SHI
	Linda Felton	Non-Executive member	LF
In Attendance:	Kate Stoneman	Academic Project Manager (DAPs)	KS
	Dawn Turpin	Governance Advisor (External)	DT
	Sumaiyah Mehnaz	Quality and Governance Administrator	SM
Apologies:	Aleksandra Osiniagova	Head of Academic Services and Vice Principal (Observer)	AO
	David Douglas	Head of Programme Delivery (Observer)	DD
	Aamir Mehmood	Head of Data Management and Compliance (Observer)	AM

**Note Taker:** Sumaiyah Mehnaz (17/04/25)

**Reviewed by:** Dawn Turpin (30/04/25) / Nazim Uddin (19/05/25) / Aaron Porter (20/05/25)

## **Part A Board of Governance (BoG)**

### **0. Welcome and Introductions**

The Chair of the BoG welcomed all members of the Board, particularly the student members who were attending their first meeting and the external governance advisor, Dawn Turpin, who was attending to contribute to discussions regarding the Governance Framework (Items 14 and 21c). The meeting was being recorded for the purpose of the minutes.

### **1. Apologies for Absence**

Apologies for David Douglas and Aamir Mehmood were noted.

### **2. Declaration of Interests**

The Chair noted he had been invited, in his role as Chair of BPP University, to sit on a Steering Group being set up at the request of the Department for Education by the Committee of University Chairs to review the governance of the higher education sector.

### **3. Minutes of the previous meeting**

The minutes of the meeting held on 28 November 2024 were approved as an accurate record of the meeting.

#### **a. Review all actions points (AP) from the last meeting**

AP1: Complete

AP2: Work in progress

AP3: Work in progress

AP4: Complete

AP5: Complete

AP6: Complete

AP7: Complete

AP8: Complete

AP9: Complete

AP10: Ongoing

### **4. Matter arising not elsewhere on the agenda**

None noted.

### **5. Report from Principal**

The Principal provided a brief oral update, highlighting the following key areas:

#### New Degree Programmes:

Two new degree programmes – one in Business and Entrepreneurship, the other in Hotel Management – have been fully developed, including all core documentation such as module specifications and course handbooks. The College was operationally ready to deliver these programmes in principle, subject to a successful validation event and formal external approvals. This marked important progress towards NDAP readiness.

#### Operational Restructuring:

Following a recent leadership change in the employability and progression department, the Head of Programme Delivery, with the support from the Principal, made some operational improvements including enhanced student voice mechanisms and alignment with the Office for Students (OfS) expectations.

#### University Partnership:

The Principal confirmed that the relationship with University of West London (UWL) was strong and productive. UWL's higher expectations were driving internal improvements. The College had been encouraged to apply to deliver UWL courses at the Broadstairs campus, with the offer of further support. The Principal noted the partnership remained valuable and largely issue-free.

Members welcomed the Principal's report noting its transparency regarding the challenges the College was managing alongside its achievements.

## 6. Student Course Experience

The Chair invited the student members to comment on the student experience.

### Academic and Teaching Support:

The Student President and Vice-Presidents praised the quality of teaching, practical learning opportunities, and supportive staff.

### Student Engagement:

Suggestions were made to increase student events and encourage wider participation, as many students were reserved or not engaged.

### Campus Facilities and Structure:

Positive feedback was given on recent improvements such as the student cafe, however, it was commented that the layout of the Ilford campus building was confusing for new students. The Head of Quality Assurance advised that the College has been actively seeking a dedicated campus site in Ilford for many years, although the availability of suitable educational premises in East London were limited.

### Communication Issues:

A member invited the students to comment on the quality of teaching in classrooms. One of the Student Vice-Presidents noted some students had difficulty in understanding lecturers with strong accents. It was acknowledged that engaging with diverse forms of spoken English is a valuable skill.

### Teaching Delivery:

To improve teaching delivery, the College had implemented the NCL Teaching and Practice Framework and formed a team dedicated to pedagogical development. As referenced in the Principal's report, proposals to enhance collaboration between academic and administrative staff were expected to further improve course delivery and the overall student experience.

## 7. Academic and Prevent Duty Risks

### a. Academic Risk Register

Members were informed that the Academic Risk Register had been streamlined to focus on nine key risks. It was noted that the College was in the process of migrating the register to a digital risk management platform, which would be in use by the next meeting. No major academic risks were identified at present, and members were reassured that the mitigation strategies currently in place appeared effective.

Two minor errors in the register were noted to be amended (AP1):

- Risk 7 to be reclassified as 'minor' (green), rather than 'moderate' (yellow).
- Risk 9 to remain 'moderate' but should be colour-coded yellow for consistency.

## **b. Prevent Duty Risk Register**

The Principal confirmed that the College maintained a robust and compliant approach. The Prevent system was well-managed, with timely submissions and regular training provided to staff, both in-person and online. No specific issues had been raised.

## **c. Corporate Risk Register**

The Chair of the ARMRC confirmed that the committee recently reviewed the Corporate Risk Register and suggested minor improvements, particularly regarding the presentation of IT-related risks. These updates would be reflected in the next iteration and were detailed in the ARMRC meeting minutes (item 20a).

Members emphasised the need for improved presentation of information on corporate risk. In response, the Head of Quality Assurance explained that a separate Risk Management Framework policy provided a key to the risk categories and the scoring methodology and would be circulated to all members after the meeting. (AP2) The new software supported the RM Framework operationally, but the reporting functionality was limited. Members noted that information on the mitigating actions being taken in response to identified risks was essential for effective risk assessment.

The Chair concluded that the current presentation of the corporate register should be considered a work in progress, with further refinement required to ensure the information provided enabled the ARMRC and the BoG to meet its risk oversight responsibilities. (AP3).

## **8. New Degree Awarding Powers (New DAPs)**

### **a. Progress Report for Joint BoG-BoD on the New DAPs Application**

The DAPs Academic Project Manager provided an oral update on the new DAPs application and reported the following:

#### DAPs Steering Group:

The DAPs Steering Group remained active with themed monthly meetings. Leadership had passed to the Principal, supported by the Head of Quality Assurance.

#### Action Plan:

The nine-point action plan had seen strong progress. Remaining tasks were largely refinements, with ongoing staff training planned to ensure readiness.

#### Staffing and Resources:

Plans were in place for staff training and development, with improvements underway to learning resources. Transitions would be managed to retain current staff.

#### Policies:

A phased policy review was ongoing, informed by a gap analysis against UWL's policy framework.

#### Next Steps:

The DAPs Academic Project Manager proposed reinstating the Project Board to finalise DAPs preparations, including agreement on actions during probationary period. The College would continue HE development and update the OfS when appropriate.

The Chair enquired about application readiness. The DAPs Project Manager confirmed the College intends to be ready to submit the application immediately once the temporary hold was lifted.

- b. Minutes of NDAP Steering Group Meeting (21.11.2024)**  
Noted.

- c. Minutes of NDAP Steering Group Meeting (12.12.2024)**  
Noted.

- d. Minutes of NDAP Steering Group Meeting (15.01.2025)**  
Noted.

- e. Minutes of NDAP Steering Group Meeting (27.02.2025)**  
Noted.

## **9. College Review and Enhancement Report (CRER) 2023-2024**

The Principal reported that most programmes were performing well, with strong retention and success rates. However, concerns remained around attendance, student drop-out rates, and graduate progression.

Members raised queries regarding enrolment-to-completion ratios, attendance, and employability. In response, the Principal and Head of Quality Assurance acknowledged these were ongoing challenges, particularly with mature learners, and outlined interventions including Individual Learning Plans (ILPs), one-to-one support, and a structured teaching model for adult students.

While the College exceeded OfS benchmarks for retention and completion, progression into employment remained below sector expectations and was a key focus for the College.

## **10. Academic Board Meeting Minutes**

- a. Annual Report of the Academic Board to the BoG – 2023-2024**

The Principal reported that the Academic Board was operating effectively overall, with appropriate coverage of academic matters. Recent efforts had focused on streamlining meetings to prioritise key strategic areas such as recruitment, retention, and graduate progression.

It was noted that meeting agendas could be further focussed and members more engaged to ensure the Academic Board was effective in supporting academic governance and the academic priorities of the College. (AP4)

- b. Academic Board Meeting Minutes (27.03.2025)**  
Noted.

## **11. Strategic Development/Estate/Resources**

- a. Key Performance Indicators (KPI) Report – November 2024**

The Principal presented the KPI report. Members asked what impact the failure to meet targets, specifically the POLAR4 area based targets might have for the College. The Chair clarified that

these targets were part of the Access and Participation Plan submitted to the OfS. While progress is monitored, there were no immediate consequences if the College could demonstrate active efforts to achieve them. Sanctions would only arise if there were both failure and inaction, which was not the case for the College.

**b. Strategic Plan 2025-2030**

The Principal highlighted progress on the Strategic Plan, noting the need to align sub-strategies and refine the document. The Away Day would support further development.

Members advised creating a concise, high-level version with clear KPIs and a defined audience. The Chair and Principal noted that the current version met regulatory needs, but agreed that a shorter summary would improve engagement when presenting for other purposes. See item 21b for appointed action.

## **12. Student Recruitment Update**

The Head of Marketing and Work-Based Learning provided an update on student recruitment and confirmed that targets for the April intake were met across all campuses. There was no April intake at the Gants Hill campus.

It was emphasised that marketing and admissions teams applied rigorous eligibility checks and interviews to ensure candidates met entry requirements. Referrals from current and former students had also contributed significantly to recruitment success. A more complex recruitment landscape is anticipated for the September intake, and the Marketing and Recruitment Manager will provide detailed reports to support proactive planning and informed decision-making. (AP5)

## **13. Access and Participation Plan Progress Report**

Noted and approved by the Board.

## **14. Governance Framework and Quality Assurance Response**

The governance advisor was invited to comment on the Governance Framework. It was noted that the previous version had been reviewed during the course of the Governance Review undertaken in 2024. The latest version reflected these recommendations; however, it was unclear whether some had been fully implemented. The governance advisor suggested the Framework document not be presented for approval until completion of a further review. The ARMRC had yet to review some documents included within the Framework as had been noted during the meeting. The document would be brought forward at the next meeting in July for approval. See item 21c for appointed action.

## **15. Financial Performance**

**a. Nelson College London (NCL) Financial Statements**

Noted.

**b. OfS Financial Returns**

Noted.

## **16. Away Day 2025**

The Chair noted the Board Away Day set for 20<sup>th</sup> May 2025. The agenda and timings were to be finalised and circulated to members.

## 17. Any Other Business

None noted.

## 18. Date and time of the next meeting(s):

**23/07/2025: 2-4pm**

**26/11/2025: 11-1pm (in-person)**

Noted.

## Action Plan

Action point	To Do	Person Responsible	Deadline	Status	Comments
<b>AP1</b>	To amend the academic register to correct two minor errors: <ul style="list-style-type: none"> <li>Reclassify Risk 7 as 'minor' (green) instead of 'moderate' (yellow).</li> <li>Risk 9 to be colour-coded yellow in line with its 'moderate' assessment.</li> </ul>	<b>AM</b>	<b>15.07.25</b>	<b>Complete</b>	
<b>AP2</b>	To circulate the Risk Management Framework to all members.	<b>SM</b>	<b>15.07.25</b>	<b>Complete</b>	
<b>AP3</b>	To review the format for the presentation of corporate risk management information to the ARMRC and the BoG to enable it to meet its oversight responsibilities	<b>AM</b>	<b>15.07.25</b>	<b>Complete</b>	
<b>AP4</b>	To review the agenda of the Academic Board and make it more streamlined.	<b>RB</b>	<b>15.07.25</b>	<b>WIP</b>	
<b>AP5</b>	To provide reports on the upcoming September intake regarding student recruitment.	<b>SI</b>	<b>15.07.25</b>	<b>Complete</b>	See item 11 on agenda

**Previous Action Plan:**

Action point	To Do	Person Responsible	Deadline	Status	Comments
AP3	To develop an action tracker to monitor updates and progress on the Governance Review and include this as an agenda item for future meetings for oversight and follow-up.	DT	15.03.25	WIP	