NELSON COLLEGE LONDON NCL

Minutes of the Joint Board of Directors and Board of Governance

Thursday, 25th June 2024, 14.00 – 16.00, Online Meeting (Microsoft Teams)

	Name	Position	Initials
Present:	Aaron Porter	Chair of the Board of Governance	AP
	Carl Stychin	Non-Executive	CS
	Coral Hill	Non-Executive	CH
	Nazim Uddin	Chair of the Board of Directors / Director / Head of Quality Assurance	NU
	Sarah Ryan	Non-Executive	SR
	Shiraj Islam	Director / Head of Marketing and Work-Based Learning	SI
	Shorful Islam	Non-Executive	SHI
	Silvia-Cosmina Calin	Student Representative	SC
	Elissavet Paschalidou	Student Representative	EP
In Attendance:	Bruce McLauchlan	Head of Progression & Student Engagement	BM
	Kate Stoneman	Academic Project Manager (DAP)	KS
	Aleksandra Osiniagova	Head of Academic Services and Vice Principal (Observer)	AO
	Sarah-Jo Loveday	Non-Executive	SL
	Dawn Turpin	Independent Governance Reviewer (Observer)	DT
	Dr Mohammed Ishfaq	Quality Assurance Consultant	MI
	Ola Ariyo	Quality Assurance and Enhancement Manager	OA
	Sharmin Uddin	Quality and Governance Administrator	SU
Apologies:	Helen Pickering	Independent external member	HP
	Athiqual Islam	Director / Head of Administration and IT	AI

Note Taker: Sharmin Uddin (25/07/2024)

Reviewed by: Ola Ariyo (01/08/2024) Nazim Uddin (01/08/2024)

Approved by: Aaron Porter (02/08/2024)

NELSON COLLEGE LONDON

Agenda:

Part A – Board of Governance

Unreserved Items:

1.	Welcome and Introductions *(AP - oral)*			
2.	Apologies			
3.	Minutes of the last meeting dated 17th of April 2024 and review of action plan	[Attached]		To approve
	3a	(17.04.2024) including action points)		To note
4.	Matters arising not elsewhere on the agenda			
5.	Report on/from Senior Management			
	5a	Report from/on Principal	[Oral Update]	
6.	Academic and Prevent Risks			
	6a	Academic Risk Register	[Attached]	To review
	6b	Prevent Risk Register	[Attached]	To review
	6c	Prevent Steering Group Meeting and Action Points	[Attached]	To note
	6d	Corporate Risk Register	[Attached]	To review
	6e	Risk management software (Sypro)	[Oral/written (screenshot) Update]	
7.	New Degree Awarding Powers			
	7a	Progress Report for Joint BoG-BoD on the New DAPs Application	[Attached]	To note
	7b.	Minutes of NDAP Steering Group Meeting (19.06.2024)	[Attached]	To note
	7c.	Minutes of NDAP Steering Group Meeting (23.05.2024)	[Attached]	To note
	7d.	Minutes of NDAP Steering Group Meeting (18.04.2024)	[Attached]	To note
8.	Corporate & Academic Governance			
	8a	Academic Board Meeting Minutes (11.07.2024)	[Attached]	To receive
	8b	Governance Review Update		
	8c	NCL Governance Framework (Draft)		
9.	The OfS/APP/NCL Graduate Outcome Strategy	[Oral Update]	
10.	Strategic Development/Estate/Resources			
	10a	Board Away Day – minutes	[Attached]	To approve
	10b	Initial draft of the new Strategic Plan 2025-2030	[Attached]	
	10c	NCL Strategic Plan and Sub-Strategies diagram	[Attached]	
	10d	Learning, Teaching and Assessment Strategy	[Attached]	
	10e	Scholarship and Research Strategy	[Attached]	
	10f	Access and Participation Strategy	[Attached]	
	10g	Student Employability and Progression Strategy	[Attached]	
	10h	Student Success Strategy	[Attached]	

	10i	Marketing and Student Recruitment Strategy	[Attached]	
	10j	Student Experience Strategy	[Attached]	
	10k	Human Resources Strategy	[Attached]	
	10l	Estates, Facilities and Finance Strategy	[Attached]	
	10m	Governance, Regulation and Innovation Strategy	[Attached]	
11.	Key Dates - Submissions and Subscriptions		[Attached]	To note
12.	Any Other Business			
	12a	NCL SIMS (Student Information Management System)	[Attached]	
13.	Date of next meeting: TBC			

Reserved Items from BoG

14. The search for a new validating university (Principal: Oral Statement)

Part B – Matters Reserved for the Board of Directors

15. Proposal for a College-wide departmental budgeting process   [Attached]   To approve

16. Financial Performance (Covered in the Joint BoD and BoG   [Oral report]
meeting)

17. Audit, Risk Management and Remuneration Committee
(ARMRC)
    17a   ARMRC Minutes 17.06.2024   [Attached]   To note
    17b   Annual Report to the Board of Directors from ARMRC   [Attached]   To note

18. Academic and corporate governance, risks, and value for   [Oral update]
money
    18a   Appointment of the new Chair of ARMRC   [Attached]

    18b   Appointment of the new Non-Executive Director   [Attached]

    18c   Appointment of the new Principal   [Attached]

NELSON COLLEGE LONDON NCL

Minutes of the Meeting:

1. **Welcome**

   The Chair welcomed all the members to the meeting at 2pm, including Dawn Turpin who was attending as an observer.

2. **Apologies**

   Apologies of Helen Pickering and Athiqual Islam were noted.

3. **Minutes of the last meeting dated 17th April 2024 and review of the action plan**

   a. **(17.04.2024) including action points)**

      The minutes and action points were reviewed and unanimously approved as an accurate record of the meeting.

4. **Matters arising not elsewhere on the agenda**

   None noted.

5. **Report on/from Senior Management**

   Chair of the Board of Directors expressed his gratitude to the outgoing Principal, and members noted that Roger Paul Bradburn has been appointed as a new principal, with an effective start date of the 1st of August 2024. (AP1 & 2)

6. **Academic and Prevent Risks**

   a. **Academic Risk Register**

      See comment below

   b. **Prevent Risk Register**

      See comment below

   d. **Corporate Risk Register**

      Members noted that ARMRC committee reviews the risk registers and are currently awaiting the Head of Data Management to digitalise the register. This process is taking longer than anticipated.

   c. **Prevent Steering Group Meeting and Action Points**

      No errors noted.

   e. **Risk management software (Sypro)**

      Not reviewed due to time constraints.

7. **New Degree Awarding Powers**

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

Noted.

The Academic Project Manager (NDAP) updated members on the revised application submission date of December 2024. The current project risks were highlighted and members noted that the SAD will be available by September. It was re-emphasised to members that there is a substantial amount of work to be completed before the set deadline

b. **Minutes of NDAP Steering Group Meeting (19.06.2024)**

Noted.

c. **Minutes of NDAP Steering Group Meeting (23.05.2024)**

Noted.

d. **Minutes of NDAP Steering Group Meeting (18.04.2024)**

Noted.

8. **Corporate & Academic Governance**

a. **Academic Board Meeting Minutes (11.07.2024)**

The Vice Principal and Head of Academic Services informed members that there were no issues.

b. **Governance Review Update** *(Presented by Dawn Turpin at the start of the meeting)*

The Chair invited Dawn Turpin to make a presentation of her findings and the members noted the Governance Review Report and the recommendations presented by the Independent Governance Reviewer. Members deliberated on these recommendations. The Chair requested that a follow-up report be prepared and an action plan set to ensure these recommendations are implemented. The directors expressed their thanks to Dawn for the report's methodological robustness and for the fair and balanced report.

c. **NCL Governance Framework (Draft)**

   i. **Governance Framework**

   The Chair of the Board of Directors provided an oral update on the work carried out on the framework, including reflections on the Independent Governance Reviewer suggestions. A wide range of members were invited to review the draft framework and provide feedback and comments. Following on the feedback a number iterative changes were made and responses to these feedback were provided.

   ii. **Amendments Report**

   Noted.

9. **The OfS/APP/NCL Graduate Outcome Strategy**

The Head of Progression & Student Engagement provided an oral update on the Graduate Outcome Strategy, with the following points:

Consultations with the Head of Data Management & Compliance identified gaps in the current process.

An initial campaign of action has been implemented, including physical advertising, general awareness initiatives, and emails.

Work is currently underway to develop a telesales process, though it was noted this will be a long-term effort due to the lack of influence over students completing surveys.

An initial draft will be submitted to the board with minor amendments to be approved and ready to circulate by the next meeting.

10. **Strategic Development/Estate/Resources**

   a. **Board Away Day – minutes**

   Noted.

   b. **Initial draft of the new Strategic Plan 2025-2030**

   Members noted the following:

   • The Chair of the Board of Directors provided an update summarising the Strategy Plan, including its formulation.

   • Approval was requested for the draft of the new Strategic Plan, highlighting the need for both a public and a private version. The private version should include KPIs, responsible persons, availability of financial resources, and other detailed information.

   • A Non-Executive member recommended considering how KPIs and sub-strategies should be monitored and presented to the Board of Governors (BoG) moving forward.

   c. **NCL Strategic Plan and Sub-Strategies diagram**

   Noted due to this topic already extensively discussed during the away day. (AP4)

   d. **Learning, Teaching and Assessment Strategy**

   Noted due to this topic already extensively discussed during the away day.

   e. **Scholarship and Research Strategy**

   Noted due to this topic already extensively discussed during the away day.

   f. **Access and Participation Strategy**

   Noted due to this topic already extensively discussed during the away day.

g. **Student Employability and Progression Strategy**

Noted due to this topic already extensively discussed during the away day.

h. **Student Success Strategy**

Noted due to this topic already extensively discussed during the away day.

i. **Marketing and Student Recruitment Strategy**

Noted due to this topic already extensively discussed during the away day.

j. **Student Experience Strategy**

Noted due to this topic already extensively discussed during the away day.

k. **Human Resources Strategy**

Noted due to this topic already extensively discussed during the away day.

l. **Estates, Facilities and Finance Strategy**

Noted due to this topic already extensively discussed during the away day.

m. **Governance, Regulation and Innovation Strategy**

Noted due to this topic already extensively discussed during the away day.

11. **Key Dates - Submissions and Subscriptions**

Noted.

12. **Any Other Business**

Members received the following updates:

- **Student Information Management System**: The Chair of the Board of Directors provided details on the £30,000 annual subscription to Quaker (Student Information Management system), expressing the numerous technical issues encountered.

- **In-House Software Development**: Due to the issues with Quaker, an in-house software solution consisting of two platforms was developed—one for college-wide access and the other for staff access only. The new customised software is currently being implemented into the college.

- **Email Communications and Data Protection**: A Non-Executive member indicated that recommendation no. 4 regarding email communications between members and staff, in adherence with privacy and data protection regulations identified in an investigative report last year, has not been fully implemented.

- **Acknowledgment of Service:** The Chair of the Board of Governance expressed gratitude to the Chair of the ARMRC for her years of service at NCL, thanking her for her efforts and wishing her the best for the future.

13. Date of next meeting:

28th November 2024 - TBC

New Action Plan:

Action Point	To Do	Person Responsible	Deadline	Status	Comments
AP1	Share details on Roger's contract with relevant members (his job description and working arrangements at NCL)	**NU**	14/11/2024	**Complete**	Discussed orally at last meeting
AP2	Arrange a one-hour Teams call for Roger to become acquainted with members and providing an opportunity for initial impressions and introductions.	**SU**	Early October	**Complete**	Meeting setup/took place on 02/10/24
AP3	To implement declarations of interest to the agenda of every meeting with members as recommended by the Independent Governance Reviewer.	**Appointed minute secretary per meeting**	14/11/2024	**Complete**	Register of interest added to all SU meetings
AP4	Members to review the sub-strategies circulated and provide comments/feedback (if any) to Vice Principal via email.	**BoD/ BoG members**	08/08/2024	**Complete**	Reminder emails sent to members on 05/08/24