

Minutes of the Joint Board of Directors and Board of Governance Meeting
Wednesday 21.07.2021, 12.00 – 14.00 pm [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
	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
	David Douglas	Head of Programme Delivery (Observer)	DD
	Aamir Mehmood	Head of Data Management and Compliance (Observer)	AM
	Fudia Bayo Bangura	Student Representative	FBB
	Gabriela Adriana	Student Representative	GA
In Attendance	Purnima Mehta	Quality Assurance & Enhancement Manager / Committee Secretary	PM
Apologies:	Aleksandra Osiniagova	Head of Academic Services (Observer)	AO
	Corina-Mariana Bozieru	Student Representative	CMB
	Muqaddas Hussain	Student Representative	MH
	George Annan Ogbeide	Student Representative	GAO

Note Taker: Purnima Mehta (21.07.2021)

Reviewed by: Aaron Porter (11.08.2021) and Nazim Uddin (04.08.2021)

Approved by: All Members

Agenda:
Part A – Board of Governance
Unreserved Items:

1. Welcome and Introductions (AP) To accept
2. Apologies
3. Minutes of last meeting dated 15th April 2021 and review of action plan [attached] To approve
4. Matters arising not elsewhere on the agenda To approve
 - a. Key Dates: Submissions and Subscriptions [attached] To approve
 - b. VLE Risk and Disaster Recovery Plan [attached] To approve
5. Report from Principal [attached] To receive
6. Academic and Prevent Risks

- | | | |
|---|---|--------------------------|
| a. | Academic Risk Register ver.1.3 [attached] | To note |
| b. | Corporate Risk Register ver.0.5 [attached] | |
| c. | Prevent Risk Register ver.1.4 [attached] | To note
To note |
| d. | Prevent Steering Group Meeting (17.06.2021) [attached] | To note |
| 7. Office for Students – Accounts Direction | | |
| a. | Commentary: Annual Financial Return 2020 [attached] | To note |
| 8. Strategic Plan and Performance Indicators | | |
| a. | College Performance and Value for Money Report [attached] | To receive |
| b. | Value for Money Statement [attached] | To receive
To receive |
| c. | Draft: Sensitivity Analysis and Contingency plan [attached] | |
| 9. Access and Participation Plan 2020-2025 | | |
| a. | Summary of APP reports on Access, Success and Progression [attached] | To receive |
| 10. Awarding Bodies' Reports: | | |
| 10.a: Pearson | | |
| a. i. | EE Report HND Hospitality Management [GA /AO Oral Update] | To receive |
| a.ii. | EE Report HND Business [GA /AO Oral Update] | To receive |
| 10.b. LMU Programmes [DD Oral Update] | | |
| 11. Taught Degree Awarding Powers | | |
| a. | Board Report on New Degree Awarding Powers (NDAP) [attached] | To receive |
| b. | Minutes of New DAP Steering Group | |
| i. | Minutes of NDAP Steering Group Meeting (18.3.2021) [attached] | To note |
| ii. | Minutes of NDAP Steering Group Meeting (12.4.2021)[attached] | To note |
| iii. | Minutes of NDAP Steering Group Meeting (19.5.2021)[attached] | To note |
| 12. CRER / Student Experience and Current Performance Statistics | | |
| a. | CRER 2019/2020 [attached] | To receive |
| 13. Recruitment, Admission and Induction Survey Report for 2020/21 [attached] | | |
| 14. Careers and Employability update | | |
| a. | Knowledge Exchange Centre Management Committee Meeting (25.5.2021) [attached] | To Note |
| b. | Knowledge Exchange Centre Management Committee Meeting (27.4.2021) [attached] | To Note |
| c. | Knowledge Exchange Centre Management Committee Meeting (23.3.2021) [attached] | To note |

15. Staff Development and LTEEC

- a. Learning, Teaching, Engagement and Enhancement Conference (LTEEC)
Report 2021 Theme [\[DD Oral Update\]](#)

16. Academic Board Meeting Minutes

- a. Academic Board Meeting Minutes (07.07.2021) [\[GA Oral Update\]](#)

To receive

17. Compliance with regulatory deadlines: [\(GA: Oral Update\)](#)

To note

18. Estate and Resources **[decision to be reserved for the BoD]**

19. Any Other Business

20. Date of Next Meeting: **Wednesday 24th Nov 2021**

Part A – Board of Governance – Minutes of the Meeting

1. Welcome (AP)

The Chair of the Board of Governance welcomed all the members, including student representatives who will be present for the main agenda but not the reserved business.

2. Apologies (AP)

Apologies for absence were noted.

3. Minutes of last meeting dated 15th April 2021 and review of action plan. [\[attached\]](#)

The members received and approved the meeting minutes from 15th April 2021 as an accurate record of the discussion.

4. Matters arising not elsewhere on the agenda

a. Key Dates: Submissions and Subscriptions [\[attached\]](#)

The meeting received and noted 'Key Dates: Submissions and Subscriptions'

b. VLE Risk and Disaster Recovery Plan [\[attached\]](#)

The meeting received VLE Risk and Disaster Recovery Plan. It was noted that the plan identified VLE risk factors and their mitigation arrangements.

The members were of the view that the scope of NCL Web Services in the plan needs to be widened following the recommendations as suggested by the Audit, Risk Management and Remuneration Committee (ARMRC) held on 21st June 2021.

The details of how to broaden the scope of NCL web services in the plan were discussed in detail in the later Part- B of this meeting.

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:

- i. The College's Prevent Steering Group has continued to meet 'virtually' during the Covid-19 pandemic.
- ii. On 7th May 2021 in a virtual meeting under Chatham House rules, the Principal discussed, among others, the major terrorism-related threat with the new Independent Reviewer of Prevent, Mr William Shawcross.
- iii. The OfS has informed that 2019 Silver TEF award will be carried forward for another two years, but it has advised all HEI's not to use their 'historic' TEF awards for publicity, promotional or recruitment purposes after September 2021.
- iv. Remote teaching and learning has continued in accordance with regulations issued by OfS and guidance from DfE.
- v. In May 2021, the College received from OfS an additional grant in the sum of £28,693.00 to be spent by the end of July 2021 in support of student hardship as a result of the pandemic.
- vi. At Principal's invitation, and on a purely voluntary and strictly confidential basis, some 60 members of staff have informed the College that they have received Covid-19 vaccinations.
- vii. The 2020 Graduation Ceremony is yet to be rescheduled.
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.
- viii. It has been agreed in principle with Shaw Trust [www.shawtrust.org.uk] to offer a limited number of work-experience opportunities to young people whom they nominate.
- ix. The College has signed-up a national pledge to recruit students from Gypsy, Traveller, Showman, Roma and Boater groups.
- x. The College is in a dialogue with Manor Infants School with a view to assisting in the support of disadvantaged pupils.
- xi. Access HE [<https://www.accesshe.ac.uk>] is part of Uniconnect which is an initiative of the OfS. The College is in a dialogue with Access HE with a view to subscribing to their services and initiatives.
- xii. The Principal was delighted to report that, subject to contract, the College has appointed a dedicated Project Manager to move the project forward for 'Taught Degree Awarding Powers'. The College also plans to commence a series of awareness-raising events involving both staff and students on this project.

- xiii. As of 8th July 2021, 51% of eligible NCL staff had achieved Senior Fellowship / Fellowship / Associate Fellowship of HEA. (28 staff out of 54) as follows:
- 67% of NCL Management (4 out of 6 managers achieved FHEA)
 - 52% of teaching staff (21 out of 40 lecturers achieved Senior Fellowship, Fellowship or Associate Fellowship HEA)
 - 38% of Student Support Lecturers (3 out of 8 student support staff achieved FHEA)
- xiv. The members were delighted to note that Hospitality Management Programme and Course Leader, Ms Margaret Amankwah, has been awarded the grade of Senior Fellow of Higher Education Academy, 'leap-frogging' the grade of Fellow.
The Chair and all the members of the Board joined the Principal in offering their heartiest congratulations to Ms Amankwah.
- xv. The College continues to receive extremely positive outcomes from routine reviews conducted by London Metropolitan University and Pearson Education.
- xvi. The meeting also noted Principal's continued membership of various external groups and his recent publications
- xvii. The Principal also informed the Board meeting that the NCL Student Survey is published and the overall satisfaction rate is 98.2% which is well above the benchmark.
The Chair and all the members congratulated NCL team on achieving splendid NSS results.

6. Academic and Prevent Risks

a. Academic Risk Register ver. 1.3 [attached]

The meeting received the Academic Risk Register ver.1.3

The register covers risks associated with quality assurance; student experience; academic staff and resources, recruitment; retention; partnerships; learning, teaching and assessment.

b. Corporate Risk Register ver.0.5 [attached]

The meeting received and noted the Corporate Risk Register ver.0.5.

The register covers financial, compliance, infrastructure, reputation, HR, legal, audit and data risks.

c. Prevent Risk Register ver. 1.4 [attached]

The meeting received and noted Prevent Risk Register ver.1.4.

The Principal informed the meeting that the Prevent Risk Register has been scrutinised and approved by the Prevent team within the OfS.

All members present were pleased to note this.

d. Prevent Steering Group Meeting- Action Points [attached]

The meeting received and noted 'Prevent Steering Group' (PSG) minutes held on 17th June 2021.

7. Office for Students – Accounts Direction

a. Annual Financial Return 2020 [attached]

The meeting received 'Annual Financial Return Statement for the year 2020.

The following points were considered and noted in the meeting:

- i. The College has a number of arrangements in place to ensure it remains financially and operationally viable and sustainable.
- ii. The financial policy adopted by the Board of Directors commits to generating operational surpluses in the forecast period and it is committed to maintaining high levels of liquidity (circa 186 liquidity days), given operational uncertainty in the sector.
- iii. The College's parent company has invested in a number of freehold properties which have strengthened its balance sheet and diversified income streams.
- iv. To ensure financial viability, the College is committed to having flexible cost structure that will allow the College to react swiftly to unforeseen circumstances by reducing its costs.

8. Strategic Plan and Performance Indicators

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

The College Performance and Value for Money Report was received and discussed in the Board meeting.

The members were pleased to note that the overall improvement in employability skills is 33% which is well above the College's internal benchmark of 25% and the NSS overall satisfaction is 98.21%, which is significantly above the regional benchmark (75.41%).

It was also noted in the meeting that the College is collecting information focusing on participation in the Higher Education areas (Quintiles 1-5) and the Index of Multiple Deprivation to further analyse the student population. This data will be available from the Academic year 2020-21 onwards.

b. Value for Money Statement [attached]

The Board was delighted to receive Value for Money Statement and commented that the report underpinning the Statement reads well and is very convincing.

The HoQA informed the members that the College assesses Value for Money (VFM) of its expenditures based on '3 E's Framework (i.e. Economy, Efficiency & Effectiveness).

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

The Chair and the Board members thanked the HoQA for organising the production and submission of the Value for Money Statement and suggested that it should be published on the College website. **[AP1]**

c. Draft: Sensitivity Analysis and Contingency Plan [attached]

The Board received and had a detailed discussion on different key scenarios listed in the Sensitivity Analysis and Contingency Plan.

The members were of the view that the plan should include key financial and non-financial ratios in addition to the data on income, expenditure, net profit and student headcounts. The plan should also state key assumptions and risks to particularly capture the unprecedented fluidity in the higher education system in England.

All the members agreed that some assumptions listed in the plan need to be broadened and the plan should consider for example, the effects of Brexit, the contractual agreement with London Metropolitan University, online / blended learning and teaching models etc. The plan should also provide more granular details on cost and income structure of the College. **[AP2]**

9. Access and Participation Plan 2020-2025

a. Summary of APP reports on Access, Success and Progression **[attached]**

The summary of APP reports from Access, Success and Progression teams on activities undertaken from September 2020 to March 2021, to meet the targets set within the Access and Participation Plan 2020-2021 to 2024-25 was received and noted in the meeting.

The Board noted that the teams are strengthening their activities to meet the APP targets listed in the plan.

10. Awarding Body Reports

a. Pearson

a.i. EE report HND Hospitality Management **[GA / AO Oral Update]**

a.ii. EE Report HND Business **[GA /AO Oral Update]**

b. London Metropolitan University (LMU) Programmes **[DD Oral Update]**

The meeting received an oral update for Pearson and London Metropolitan University programmes.

All the members were pleased to note that the College continues to receive extremely positive outcomes from routine reviews conducted by London Metropolitan University and Pearson Education

11. Taught Degree Awarding Powers

a. Board Report on New Degree Awarding Powers (NDAP) **[attached]**

The meeting received and noted the Board Report on New Degree Awarding Powers (NDAP). The report provides a detailed account of information on NCL's preparation for New DAPs application.

b. Minutes of New DAP Steering Group **[attached]**

i. Minutes of NDAP Steering Group Meeting (18.3.2021) **[attached]**

ii. Minutes of NDAP Steering Group Meeting (12.4.2021) **[attached]**

iii. Minutes of NDAP Steering Group Meeting (19.5.2021) **[attached]**

The Board received and noted the minutes of New DAP Steering Group meetings held on 18th March 2021, 12th April 2021 and 19th May 2021.

The members commented that the minutes are very well written and include comprehensive details of discussions during the meetings.

12. CRER / Student Experience and Current Performance Statistics

a. CRER 2019/20

The Board received and endorsed CRER 2019/20 report.

It was noted in the meeting that the report was produced on a revised new template which provided a detailed comprehensive information on all taught London Metropolitan University Programmes; Pearson Programmes; Knowledge Exchange Centre (KEC); Student Data & Survey Outcomes; Quality Assurance and Enhancement; Marketing and Recruitment; Student Experience; Teaching Excellence Framework; Value for Money; Access and Participation Plan and Funding.

13. Recruitment, Admission and Induction Survey Report for 2020 /21 [attached]

The meeting received and noted 'Recruitment, Admission and Induction Survey Report for 2020/21.

The Board members were pleased to note that the students are in general very satisfied with the College's recruitment, admission and induction procedures.

14. Careers and Employability update

- a. Knowledge Exchange Centre Management Committee Meeting (25.05.2021) [attached]**
- b. Knowledge Exchange Centre Management Committee Meeting (27.04.2021) [attached]**
- c. Knowledge Exchange Centre Management Committee Meeting (23.03.2021) [attached]**

The meeting received and noted Knowledge Exchange Centre Management Committee Meetings held in March, April and May 2021.

The Head of Programme Delivery (HoPD) provided an update on key KEC achievements during the current academic period. The following was noted:

- i. NCL Careers Hub app now available in both the Apple and Android app stores.
- ii. Career Advisory Service sessions being held each Friday (alternating between campuses); six to eight students book appointments each day, with others able to drop in during gaps between booked meetings.
- iii. All 24 of the KEC mini guides have been printed in hard copy and are now available for students. Copies have been given to all members of staff.
- iv. A student Spotlight series has commenced focussing upon students that have left NCL and started their own business; two have been published so far.

- v. A recruitment advert has been run (internally and to those that have just completed their Top Up course), seeking an Administrator to join the KEC team.
- vi. KEC Operational Plan for 2021-22 (commencing 01 August 2021) has been written and shared with all members of the KEC Management Committee

The Chair and all the members recommended that KEC should submit a quarterly report to the Joint BoG/ BoD. The report should summarise the key achievements and action points to comply with OfS benchmarks. **[AP3]**

15. Staff Development and LTEEC

a. Learning, Teaching, Engagement and Enhancement Conference (LTEEC) 2021 Theme **[Oral Update]**

The meeting received an oral update from HoPD that this year's Conference theme will focus on the College Motto "Bringing Learning to Life". The Conference will aim to provide an opportunity to illustrate how the motto is implemented in practice.

The conference will be video based incorporating a variety of exciting initiatives including staff and student debates.

The filming commenced in June with an aim to complete the video in time for student's induction in September 2021.

16. Academic Board Meeting Minutes

a. Academic Board Meeting Minutes (07.07.2021) **[GA Oral Update]**

The Board received an oral update on the Academic Board meeting held on 7th July 2021.

The Board noted that amongst other items a new policy titled 'HND Registration and Repeat Policy' approved in this meeting.

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

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

18. Estate and Resources **[decision to be reserved for the BoD]**

19. Any Other Business

No points were raised under this agenda item.

20. Date of Next Joint BoD-BoG Meeting:

Wednesday 24th November 2021 from 14.00 pm- 16.00 pm

Or

Tuesday 23rd November 2021 from 14.00 pm- 16.00 pm

(The actual date of the meeting will be confirmed in September 2021)