

Minutes of the Board of Governance Meeting

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Held on Wednesday 11th July 2018 at 14:00 in Room 303 at the Gants Hill Campus

	Name	Position	Initials
Present:	Aaron Porter	Chair of the Board of Governance	AP
	Geoffrey Alderman	Principal	GA
	Nazim Uddin	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
	David Douglas	Head of Programme Delivery (Observer)	DD
	Shorful Islam	Non-Executive	SHI
	Juliette Wagner	Non-Executive	JW
	Carl Stychin	Non-Executive	CS
	Melbourne Theophilos (9170265)	Student Representative from HND Business	MT
	Happy Begum (2260159)	Student Representative from HND Hospitality Management	HB
	Zubeda Quddos (2570003)	Student Representative from BA (Hons) Business (Top-up)	ZQ
	Gabriela Carp (2670051)	Student Representative from BA (Hons) Hospitality Management (Top-up)	GC
	Tanzina Islam	Academic Administrator (Note Taker)	
Apologies:	Aleksandra Osiniagova	Head of Academic Services	AO
	Sarah Ryan	Non-Executive	SR
	Coral Hill	Non-Executive	CH

Note Taker: Tanzina Islam (27/07/2018)

Reviewed by: Aaron Porter (29/07/2018)

Approved by: All Members

Agenda:

1. Welcome (AP)
 - a. New Non-Executive and Student Members
 - b. Revised Terms of Reference for the Board of Governance [attached]
 - c. Updated: Register of Interests [attached]
2. Apologies (AP)
3. Minutes of last meeting and review of action plan (AP) [attached]
 - a. Matters arising not elsewhere on the agenda
4. Report from Principal (GA) [attached]
5. Registration with the Office for Students (GA)
6. Strategic Plan and Performance Indicators (AP) [To follow]
7. Pearson
 - a. Academic Management Review Report from 8th March Visit [attached]
 - b. External Examiner Report (HND HM) from 8th May Visit [attached]
 - c. External Examiner Report (HND B) from 11th May Visit [attached]
8. QAA (GA)
 - a. Action Plan (AO) [attached]
9. Student Experience and Current Performance
 - a. Provisional Statistics on Attendance, Retention, and Pass Rates (NU) [attached]
 - b. Engaging with and responding to student opinions, surveys and feedback [attached]
 - c. Student Experience – Student Feedback [attached]
10. Forward planning - discussion for NCL over a 5-10 year time horizon (All)
 - What should our ambitions be?
 - What is our risk appetite?

- What should our portfolio balance be?
 - New qualifications or more of the same?
 - Quality vs quantity?
 - Postgraduate, Apprenticeships etc.
11. Update from Board of Directors (NU) [attached]
 12. Minutes/Report from Academic Board (GA) [to be tabled]
 13. To note:
 - a. Amended: Compassionate Leave Policy [attached] – to note Chair’s action.
 - b. New: Open Door Policy [attached]
 - c. Revised: Performance Appraisal Policy [attached]
 - i. Draft Current Skills Inventory 2018 [attached]
 - ii. Draft Post Appraisal Training Needs 2018 [attached]
 - d. New: Enhancement Strategy [attached]
 14. Any Other Business
 15. Review of meeting
 16. Date of Next Meeting: 6th December 2018

1. Welcome (AP)
a. New Non-Executive and Student Members

Board members were introduced to the new non-executive members and student representatives that were present.

b. Revised Terms of Reference for the Board of Governance [attached]

The Board noted the revised Terms of Reference for the Board of Governance which reflects the increase in Student Representation at BoG meetings.

c. Updated: Register of Interests [attached]

Members noted the updated Register of Interests.

2. Apologies (AP)

The meeting noted the apologies for absences.

3. Minutes of last meeting and review of action plan (AP) [attached]
a. Matters arising not elsewhere on the agenda

The meeting received updates on the 'action plan carried forward from previous meetings':

- AP1 (13/07/2016) – Done
- AP8 (16/11/2016) – Done

The meeting received updates on the 'New Action Plan' from the previous meeting:

- AP1 – Done
- AP2 – Done
- AP3 – WIP
- AP4 – Done

It was noted that the BoG meeting minutes (minus reserved agenda items) should be uploaded on the NCL website. **AP1**

4. Report from Principal (GA) [attached]

The meeting noted the report from the Principal on matters of the College. An oral update was also received.

Office for Students (OfS):

It was noted that the OfS have been very supportive and have come back to the College twice with queries regarding the Access and Participation Plan. The plan was submitted to the OfS on 04/07/2018. The Access and Participation Plan and Student Protection Plan will be circulated to BoG members. **AP2** The College will wait for further feedback from the OfS in due course, and appraise the BoG of any substantial progress.

It was also noted that the preparation to submit to the OfS was a significant management exercise, especially within the short time frame. The Board noted their thanks to the staff for their work.

Pearson:

It was noted that Pearson signed off the accusations investigation at the end of March, and the College was given a clean bill of health. It was also noted that whilst under investigation, the DfE did not consider the College's designation, which has now been received by the College.

Partnership with LMU:

It was noted that an annual LMU Partnership Meeting took place at the Holloway campus to which the Principal attended. This was a positive meeting, and we continue to have a very productive relationship with LMU.

TEF outcome:

The meeting noted that the College received a bronze award for the TEF outcome. The College also accepted an invitation to the pilot subject specific TEF exercise for Business and was awarded a bronze. BoG had a discussion about the relative strengths and challenges for a TEF submission. Of the 3 main criteria (student satisfaction, graduate outcomes and retention) student satisfaction is by far our strongest and the decision to half its weighting was clearly a negative for us. It was discussed that the factors that may have affected the College receiving a silver award could be related to salaries of graduating students in the area of East London; we also feel that we needed to become better at “telling our story” in our written submission.

HEA:

It was noted that another two lecturers at the College became Fellows of the HEA.

5. Registration with the Office for Students (GA)

This item was discussed under agenda 4.

6. Strategic Plan and Performance Indicators (AP) [To follow]

The Key Performance Indicators were noted by the meeting. It was agreed that further detail to fill in the course breakdown needs to be added. The use of data at the BoG continues to be a work in progress, and it is important they can provide a snapshot of performance for the College. **AP3**

7. Pearson

- a. **Academic Management Review Report from 8th March Visit [attached]**
- b. **External Examiner Report (HND HM) from 8th May Visit [attached]**
- c. **External Examiner Report (HND B) from 11th May Visit [attached]**

The reports from all 2018 Pearson Visits were received and noted by the meeting. It was noted that all reports provided a positive outcome.

8. QAA (GA)

- a. **Action Plan (AO) [attached]**

The progress on the QAA Action Plan was noted by the meeting. It was also noted that the QAA Educational Oversight Review Visit has been scheduled for 4th October 2018.

9. Student Experience and Current Performance

- a. **Provisional Statistics on Attendance, Retention, and Pass Rates (NU) [attached]**

The meeting received provisional statistics on Attendance, Retention, and Pass Rates. The statistics showed that attendance usually dropped in the second term, however, there have been new mechanisms put in place to tackle this by the Attendance Officer.

Members suggested having more measurements in place to tackle low attendance. For example, the College can use systematic (compromise) and fluid (nudge theories) interventions. Further questions (have they turned up? are they prepared when they turn up? are they engaged?) can also be considered to assess whether a student has a genuine intention to attend and study.

It was noted that the Board will welcome updated statistics on attendance, retention, submission, completion at course level and that these statistics should continuously be monitored by PEG.

- b. **Engaging with and responding to student opinions, surveys and feedback [attached]**

The report on ‘engaging with and responding to student opinions, surveys and feedback’ was noted by the meeting. It was advised that the College could move to an electronic feedback system (e.g. EvaSys platform) to reduce admin time and increase the efficiency and ease of data analysis.

- c. **Student Experience – Student Feedback [attached]**

The Student Representatives present at the meeting provided a verbal update on their experience at the College. The student members reported that there had been clear progress at the College, particularly with the introduction of more rigorous systems to monitor attendance and participation. The student

representatives were positive about their experience overall, and felt that had means to raise concerns should they arise.

10. Forward planning - discussion for NCL over a 5-10 year time horizon (All)

- **What should our ambitions be?**
- **What is our risk appetite?**
- **What should our portfolio balance be?**
- **New qualifications or more of the same?**
- **Quality vs quantity?**
- **Postgraduate, Apprenticeships etc.**

Board members were asked to comment on the above bullet points.

In terms of strategic ambitions, the College would like to be able to offer, for the academic year 2019/2020, a master's programme in the broad field of a hospitality management programme. A steering group has been put in place and is currently been led by the Principal. Student representatives previously expressed their ambition to study a master's programme at NCL. It was noted that LMU will not validate a taught masters with business as it is regarded as competition to a programme they deliver.

The Principal has had discussions with the OfS regarding subject specific taught degree awarding powers. It was noted that under the new regulatory body, there won't be a student number control, which opens up further opportunities.

In regards to degree apprenticeships, it was advised that this field is a good option to follow as many employers' (Santander, Deloitte, etc.) employ students on to degree apprenticeships. Whilst this is not an immediate priority, it would seem a logical area to explore further after the ongoing work looking to establish a Masters programme.

11. Update from Board of Directors (NU) [attached]

The meeting received the minutes of the Board of Directors meeting that took place on 16/04/2018. The Directors would like the Principal to actively work on the current 4 objectives: degree awarding powers, a taught masters programme, teaching courses and degree apprenticeships.

In relation to degree apprenticeship, a provider in East London is offering this qualification in hospitality management. Initially, NCL can begin by applying for an endpoint assessment centre and can also trail out online studying.

12. Minutes/Report from Academic Board (GA) [to be tabled]

The Academic Board Meeting Minutes from 04/07/2018 were received and noted by the members.

13. To note:

- a. **Amended: Compassionate Leave Policy [attached] – to note Chair's action.**

The meeting noted the feedback implemented from the previous BoG meeting.

- b. **New: Open Door Policy [attached]**

The Open Door Policy was received and noted by the members.

- c. **Revised: Performance Appraisal Policy [attached]**
 - iii. **Draft Current Skills Inventory 2018 [attached]**
 - iv. **Draft Post Appraisal Training Needs 2018 [attached]**

The Performance Appraisal Policy and its documents were received and noted by the members.

- d. **New: Enhancement Strategy [attached]**

The meeting received and provided their comments on the Enhancement Strategy. It was discussed that the strategy itself should be made more specific rather than generic, in terms of elaborating on responsibility, accountability, actions that will be carried out, and measurement of impact. The Strategy will be updated to

reflect these comments and to reflect feedback from the Learning, Teaching, Engagement, and Enhancement Conference.

14. Any Other Business

The meeting noted that a member of staff at Nelson College has received threats via text message. The Board were assured that the Principal has informed the police as well as the Prevent team at OfS. In addition, all staff at the College have been notified via email.

In other business, it was agreed that the Head of Data Management and Compliance will be invited to future meetings as an observer to discuss data related matters.

15. Review of meeting

No points were raised under this agenda item.

16. Date of Next Meeting

6th December 2018

Previous Action Plan

AP & Date	To Do	Person Responsible	Deadline	Status	Comments
27/03/2018 AP3	(a) To include the 2015-16 statistics, in to the Performance Indicators, to enable comparison with previous years (b) To include specific data at course level for non-continuation and non-completion rates.	Chair of BoG	Before next BoG (11/07/2018)	(a) Not Applicable (b) Done	N/A

New Action Plan – 11/07/2018

AP	To Do	Person Responsible	Deadline	Status	Comments
1	To upload the BoG meeting minutes (minus reserved agenda items) on the NCL website.	AO/TI	ASAP	Done	N/A
2	To circulate the Access and Participation Plan and Student Protection Plan to BoG members.	AP/TI	ASAP	Done	N/A
3	To add course breakdowns to the KPIs.	NU	ASAP	Done	N/A