

BOARD OF TRUSTEES

Minutes of the **Board of Trustees** held on **Tuesday, 23rd February 2021** at **17:00** via **Zoom**

20.12 WELCOME, INTRODUCTIONS AND APOLOGIES

Attendees

Professor Ronald Parker (RP)	Chair, Trustee
Jeff White (JW)	Vice Chair, Trustee
Jerry Arnott (JA)	Trustee
Helen Coleman (HC)	Trustee
Kelvin Jones (KJ)	Trustee
Dotun Olaleye (DO)	Trustee

In Attendance

Professor Sheila Owen-Jones (SOJ)	Chief Executive Officer
Professor Carrie Weston (CW)	Deputy Chief Executive Officer
Anita Faherty (AF)	Director of Finance
Douglas Bertram (DB)	Servicing Officer

Observing

Aaron Porter	From 'Advance-HE'
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20.13 MINUTES OF THE LAST MEETING

20.13.01 The minutes of the Board of Trustees (BoT) meeting held on the 24th of November 2020 were **agreed** as a true and accurate record.

20.14 MATTERS ARISING FROM THE MINUTES

20.14.01 No business for this meeting.

20.15 CHAIR'S BUSINESS

- 20.15.01 Culture: the Chair noted that this was a critical time in the life of the Institute with the implementation of the many changes to achieve DAPs, and how important it was to maintain and develop the distinctive culture within the organization, which has been so valued by students and staff alike. The Board has discussed this several times in the past and on the last occasion noted the need for the Board, staff and students to develop this together at a Strategy Day. The Board have normally held these at the turn of the year but have been delayed this year due to the pandemic. The Board urgently needs to re-arrange such a meeting this year. Following later discussion the Board felt that that a much earlier date should be arranged (i.e. July is being arranged).
- 20.15.02 The Chair thanked HC for her circulation of the John Rushforth's (Executive Chair of the CUC) Power Point presentation at a recent conference at Brunel University, which highlighted key changes in governance relevant to the Institute and its Board. These underline the role of a governing body as protecting academic standards, as well as well as representing public and student interests in the scrutiny of institutional performance, and warned against the delegation of authority outside the Board (this, the Chair noted, being resolved by the Board's relationship to its Sub-Committees).
- 20.15.03 Board Membership: the Chair observed that Catriona McKay has left the BoT, commented that this vacancy must be filled, and suggested that an individual, like Catriona, with Psychotherapeutic experience should be appointed, but that the BoT requires additional members at the right time. When the Board identifies a candidate for the Chair of the Audit Subcommittee, in the near future, he/she will become a member of the Board but the Board will also need others at the right time: ones with influence and a broad range of experience. Whilst JA commented that the eventual

appointee might come from a business development/marketing background, HC called for a skills matrix of the Board to enhance selection.

20.15.03.01 The Chair noted a vacancy, also, regarding the student representative position on the Board following the graduation of Andy Schiller. Recruitment is underway for this role. An advertisement for the role of ASC Chair has been placed on the Advance HE website and the Chair thanked Aaron Porter for this service.

20.15.03 Strategy Away Day: in connection with the above (see minute 20.15.01), HC requested that a previously considered strategy away day be held for the Board to consider future appointments, and other matters, but brought forward from December 2021. The Chair agreed. The Chair advised that he would arrange an early date for this meeting and that it might be conducted via Zoom as opposed to face-to-face with which the Board agreed.

ACTION: SOJ and RP to plan initial steps for an online strategy away day for the Board.

20.15.04 Patronage: the Chair suggested to the Board that consideration of a potential patron for the Institute should be made and suggested that this should be kept under review. Someone with an interest in mental health and who was sufficiently influential in 'The Establishment' and who could help maintain Institute's national profile would be considered helpful.

20.15.05 Confidentiality and Board Minutes: the Chair reminded members of the Board that written communication can only be made via use of Institute email accounts. This is to ensure confidentiality. Also, that the need for publication of the minutes of the Board and its Sub-Committee's minutes will need to be made. This will necessarily include the exclusion of sensitive information.

20.16 CEO REPORT

20.16.01 Budget Planning: SOJ informed the BoT that the second round of Budget planning is imminent, and that a balanced first cut Budget will be produced by May 2021.

20.16.02 Appraisals: SOJ noted that staff appraisals will take place in March 2021 and this activity has increased due to the recent restructure of Faculties and appointments made.

20.16.03 Student Applications: SOJ informed the BoT that 190 full applications have been completed and 119 partial applications made. SOJ commented that these numbers are healthy.

20.16.04 QAA Review: SOJ informed the BoT that there may be a QAA Monitoring Review of the Institute in 2021. Though this is uncertain, the last review took place in 2018/19 and a follow-up is anticipated.

20.16.05 Degree Awarding Powers (DAPs): whilst SOJ highlighted the strength of the student voice in providing student evaluation of the DCPsych Programme, which started in revised form in September 2021, HC requested that information related to DAPs be presented thematic, summary, form. JA agreed, noting that this information could be presented as a standard agenda item in summary form but with readily available access to more detailed materials.

20.16.06 QAA Annual Monitoring: for the purposes of reporting to the QAA, SOJ requested that the minutes of the Academic Board (the second of which is currently unconfirmed) and Executive Committee listed within the CEO report be approved by the BoT, which the BoT approved.

The following queries were raised by the Chair from the minutes of the meetings of the Academic Board to be submitted for QAA review:

20.16.06.01 The Chair queried the update of Programme Handbooks. These were confirmed as updated, by SOJ.

20.16.06.02 The Chair asked if the recent appointment of a government Freedom of Speech Minister required revisions to the Institute's policy

- documents. SOJ noted that the matter is covered by the Institute's Articles of Memorandum. HC advised their revision in the light of the release of new guidance from the OfS.
- 20.16.06.03 The Chair queried anonymous marking procedures within the Institute. CW advised that markers are unaware of student identity attached to submissions.
- 20.16.06.04 The Chair queried the misuse of students on placements, which was confirmed to have been resolved through the Clinic's management team and the efforts of the former Head of Faculty 1.
- 20.16.06.05 The Chair queried BAME training. CW commented that the Equality Diversity and Inclusion Committee had been reconstituted, with 6 student members, and met today. Unconscious bias training, GDPR, etc., is being addressed in liaison with a third party that will allow for annual review of learning. KJ advised that, with forthcoming changes in GDPR, future compliance should be assured from the third-party supplier.
- 20.16.06.06 The Chair queried student complaints regarding marketing. SOJ assured the Board that regular updates are made to the Institute's website. KJ advised compliance with Part C regarding the QAA Quality Code.
- 20.16.06.07 The Chair queried the production of AMRs. CW confirmed that all AMRs had been completed and the format has been standardised, which was welcomed by Middlesex University (MDX).
- 20.16.06.08 The Chair queried access to MDX Library. SOJ noted whilst Doctoral access to MDX Library services had been received positively, Master's level and below was limited. The provision of the Institute's own Library was noted to also see enhancement to its digital provision.
- 20.16.06.09 The Chair sought confirmation that amendments had been made to the Code for Research Ethics and Conduct document prior to submission to the QAA. SOJ confirmed the amendments had been made via the Executive Committee at its last meeting.
- 20.16.07 JA requested that staff/student feedback and progress against DAPs requirements be reported to the Board as standing agenda items for future meetings, with which the Board **agreed**.
- 20.16.08 SOJ suggested that matters relating to DAPs be revisited in the July meeting of the BoT as Faculty Heads might be able to report on matters relating to developments after the recent restructure of Faculties within the Institute. HC called for a more structured approach to individual Board meetings and the production of an annual business plan or thematic approach.
- 20.17 DEPUTY CEO REPORT**
- 20.17.01 No business for this meeting.
- 20.18 HEALTH AND SAFETY**
- 20.18.01 No business for this meeting.
- 20.19 STAFFING AND REMUNERATION SUB-COMMITTEE REPORT (SARSC)**
- 20.19.01 HC informed the Board of the following:
- 20.19.01.01 The Sub-Committee received a thorough report from the HR Manager, which was appreciated.
- 20.19.01.02 The Sub-Committee was informed of several policies that are in development.
- 20.19.01.03 The Sub-Committee was informed that staff appraisals have been low in number this year, due to Covid-19 restrictions. HC commented that

the Sub-Committee was advised that this would be remedied in the coming year.

20.19.01.04 Staff performance, Brexit (which was noted to have affected the Institute in a limited manner) and a HESA return were also discussed.

20.19.01.05 Starters, leavers, and recruitment updates were received by the Sub-Committee as was a grade request, which was recommended by the Sub-Committee to the Finance Sub-Committee for approval.

20.19.01.07 The Sub-Committee was informed of a letter of complaint, in addition to a request made for the 13 North Common Road party wall to be removed by 14 North Common Road in connection with its (i.e. 14 North Common Road) ongoing property development.

20.19.02 HC informed the BoT that it is intended that the HR Manager will present thematic areas for strategic discussion at future meetings of the Sub-Committee in addition to KPIs.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

20.19.03 The Board **approved** the proposals, decisions, and actions of the SARSC.

20.20 FINANCE SUB-COMMITTEE REPORT (FSC)

20.20.01 JA informed the Board that:

20.20.02 [REDACTED]

[REDACTED]

20.20.02.02

20.20.03

20.20.03.01 The Chair asked if the easing of Covid-19 would allow for a suggested return to study for the students concerned. Whilst SOJ indicated that deferred students have the option to return, HC observed that OfS guidance indicates that students requiring use of specialist equipment can return to campus-based study and that this will be reviewed again in April 2021.

20.20.03.02 CW however reminded the Board of the intimate nature of the Institute's delivery of face-to-face teaching, the continued need for social distancing, and a lack of government/OfS advice regarding these matters.

20.20.03.03 JA observed that whilst the challenges presented by deferrals will be covered by reductions in expenditure due to the pandemic an outcome cannot yet be predicted. AF agreed and added that these matters are under fortnightly review.

20.20.04 Risk Registers: JA provided an overview of the Institute's development of its risk registers, which are now Faculty-specific in addition to addressing the Institute as a whole. JA encouraged Board members to review them outside the meeting.

20.20.05



20.20.07 The Board **approved** the actions and decisions of the FSC.

20.21 COMMITTEE MINUTES

20.21.01 Review Executive Committee Minutes (14th January 2021): the Board **reviewed** and **accepted** the minutes, actions, and decisions of the Executive committee.

21.21.02 The Chair queried the identification of the use of digital technology as a risk by the Head of Faculty 2, which AF advised has been included within risk registers. It relates to excessive screen-time exposure.

20.22 ANY OTHER BUSINESS

20.22.01 Alternative Online Teaching Provision: given the significant number of student deferrals, KJ queried the provision of alternative online learning tools such as Blackboard to mitigate against this risk. CW advised that the reasons for deferral were unrelated to methods of provision of teaching and focus on personal circumstance.

20.23 DATE OF NEXT MEETING

20.23.01 The next meeting of the Board of Trustees will be held on the 25th of May 2021.

SUMMARY OF ACTIONS AND DECISIONS

20.13.01	The minutes of the Board of Trustees (BoT) meeting held on the 24 th of November 2020 were agreed as a true and accurate record.
20.15.03	ACTION: SOJ and RP to plan initial steps for an online strategy away day for the Board.
20.16.06	The Board approved the minutes of the Academic Board (the second of which is currently unconfirmed) and Executive Committee listed within the CEO report.
20.16.07	The Board agreed that staff/student feedback and progress against DAPs requirements will be reported to the Board as standing agenda items for future meetings.
20.19.03	The Board approved the proposals, decisions and actions of the SARSC.
20.20.02.03	
20.20.07	The Board approved the actions and decisions of the FSC.
20.21.01	The Board approved the actions and decisions of the Executive committee.