

23.03.3 Board self-assessment and skills matrix: Is on the agenda under SARSC update.

23.03.4 Budget projection for 2022-23: Will be covered under the CEO Report Agenda Item.

23.04 CEO REPORT

23.04.1 DAPs Process: There has been a lot of confusion around the application process, after consulting with the OfS, QAA and an independent consultant it has been confirmed that NDAPs is not the correct route for the Institute. This process is designed for new and emerging institutions that do not yet have students. As an established institution, already delivering high quality programmes, we have been strongly advised to withdraw from the NDAPs process and to apply for full DAPs.

23.04.1.1 A summary of activity to date and the recommendation to reverse our decision to resubmit another plan was sent to the Chair of the Board. The Chair approved the recommendations and the OfS have been notified. Due to the tight time schedule there was not time to consult with the wider Board.

23.04.1.2 NM queried if now is the right time to go for DAPs or should we be focussing on other areas. HF replied that DAPs is the key to our future sustainability and will require investment in our infrastructure. CW advised that there will be risks if we delay, the money we pay to our validating partner MDX will eradicate the deficit. DAPs will give us freedom and enable us to cut ties with MDX in 5-6 years.

23.04.1.3 JA raised the issue of communicating this change to staff. HF informed the Board that a message will be sent to staff and placed on the website to advise that the DAPs process is ongoing, and there is a change of direction to a more suitable route to reach our goal.

23.04.1.3.1 **Action:** HF to arrange for a message to be sent to staff and placed on the website informing of the change of direction for DAPs.

[REDACTED]

[REDACTED]

23.04.2.2 **Action:** HF to review and develop the marketing strategy with the Head of Marketing and Communications.

[REDACTED]

[REDACTED]

[REDACTED]

23.04.4 Staff Survey: The results have been analysed, a response plan is being developed and will begin with a Staff Development and Enhancement Day on the 12th January. This will enable us to introduce the new leadership and tackle some of the issues but so far only 40 people have signed up showing a lack of engagement.

23.04.4.1 NM noted the role of the Board, the importance of visibility and how Trustees can assist. SG advised that this could involve staff communication events and will require a more structured discussion at the proposed away day.

23.04.4.2 **Action:** SG to include discussion about increasing the Trustees presence within the Institute at the proposed away day

23.04.5 External Engagement: The Institute has become a member of Independent Higher Education (IHE) which brings many benefits. This membership will assist with the DAPs process as IHE can help resolve disagreements between members and regulators.

23.04.6 The Board noted that the CEO report is very well presented and the initial observations on staff structures and digitalisation are very useful. The key agenda and priorities have been laid out, the strategy refresh will require a more detailed discussion, and this will lead to a culture change and organisational transformation.

23.05 STUDENT REPORT

23.05.1 TO and NS joined the meeting and requested clarification on how the student voice is fed through to the Board. The following updates were reported:

- a) Student Union: There has been a lot of discussion and it is apparent that a conventional SU does not fit the Institute. Further work on this has been parked whilst waiting for the arrival of the new Chair and CEO.
- b) Student Issues: The Student Officers have assisted with:
 - Preparation for the new term and inductions
 - Poor communication and accessibility
 - The tutor, academic co-ordinator and student relationship and disparity in support on programmes
 - Promotion of black history month, menopause day and CPD activities

- Focus has been on 4 key areas: building communities, campaigning, student representation and student support

23.05.2 CW noted that there is good communication with the Student Officers; they raise issues at Committee meetings and away days, tackle silos and bring a holistic approach. HF has recorded a Q&A video with the Student Officers to help improve communication and it is recognised that we are at the start of a new journey.

23.05.2.1 **Action:** CW to pick up the points raised by the Student Officers around consistent level of support for all programmes and representation on the Board.

23.06 AUDIT & RISK SUB-COMMITTEE

23.06.1 Risk Register: There was a good initial discussion on how to tackle the risks. Only the key risks will be scrutinised in-depth by the Sub-Committee and an overview will come up to the Board. It is the Boards decision on the risk appetite which requires further discussion.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

23.06.4 Timetable for Internal Auditors: The tender is scheduled for December; shortlisting will be completed by the February Board meeting and the first audit will be in the summer. The internal audit framework is very important and a transformational activity.

23.06.4.1 **Action:** The final selection of the Internal Auditors will be ratified at the May Board meeting. AF, NM and HF will have further discussions on the process.

23.06.5 The Board **approved** the minutes of the Audit and Risk Sub-Committee.

[REDACTED]

23.07.2 Cost of Living and Salary Payments: Board approval is sought for:

- A cost-of-living payment (£500) to be allocated in December 2022 for members of staff earning less than £40k per annum.
- Additional backdated payments, amounting to £9k, for 7-8 staff due to agreed salary increases that had not been applied.

23.07.2.1 The Board **approved** the cost of living and additional salary payments.

23.07.3 The Board **approved** the minutes of the Finance Sub-Committee.

23.08 STAFFING AND REMUNERATION SUB-COMMITTEE

23.08.1 HR Manager Report: Was received by the Sub-Committee and covered: Staff Profile, Talent Acquisition, Recruitment, Training and Development, Health and Safety, ED&I and the Staff Engagement Survey.

23.08.2 Out of Hours Policy: The named policy was approved by the Sub-Committee.

[REDACTED]

23.08.4 Board Assessment and Skills Audit: A tool is ready for use and will help capture a snapshot of the capabilities of Board members. It is recommended to move ahead and complete this exercise next year.

23.08.4.1 SG noted that we rely on DO and will need to reinforce Finance and on the skills matrix Organisational Development should go with Human Resources.

23.08.5 Trustee Recruitment: The Board received a CV for Neil Laventure, a legal expert. SG has had a conversation; he is very impressive and is recommended for appointment. The Board **approved** the appointment of Neil Laventure.

23.08.5.1 **Action**: SG to phone Neil Laventure to offer him the post of Trustee subject to two successful references.

23.08.5.2 A second candidate has been interviewed and will be contacted by SG for a phone conversation. It was noted that we need to find more Trustees, free services have been utilised and small head-hunters who are less costly could be explored.

23.08.5.3 **Action**: SG and NR to explore small head-hunters in search for new Trustees to join the Board.

23.08.6 The Board **approved** the minutes of the Staffing and Remuneration Sub-Committee.

23.09 ANY OTHER BUSINESS

23.09.1 Away Day: It is proposed to possibly replace the February Board meeting with an away day to focus on strategy and risk on the **24th February**. This will be an opportunity to meet in person and there will be further discussion on how to get the most out of this day. SG advised that there will be more contact with Trustees (in between Board meetings) to discuss the possibility of a Board away day.

23.09.1.1 **Action**: SG to contact Trustees to discuss the possibility of a Board Away Day.

23.10 DATE OF NEXT MEETING

23.10.1 The next meeting of the Board of Trustees will be held on the **23rd May 2022**.

SUMMARY OF ACTIONS AND DECISIONS

Item	Owner	Action
23.02.1	-	The minutes of the Board of Trustees (BoT) meeting held on the 26 th July 2022 was agreed as a true and accurate record.
23.04.1.3.1	HF	Action: To arrange for a message to be sent to staff and placed on the website informing of the change of direction for DAPs.
23.04.2.2	HF	Action: To review and develop the marketing strategy with the Head of Marketing and Communications.
23.04.4.2	SG	Action: To include discussion about increasing the Trustees presence within the Institute at the proposed away day
23.05.2.1	CW	Action: To pick up the points raised by the Student Officers around consistent level of support for all programmes and representation on the Board.
23.06.5	-	The Board approved the minutes of the Audit and Risk Sub-Committee.
23.07.1.1	HF	Action: To circulate the CRM Business Case via email for comment and approval.
23.07.2.1	-	The Board approved the cost of living and additional salary payments.
23.07.3	-	The Board approved the minutes of the Finance Sub-Committee.
23.08.5	-	The Board approved the appointment of Neil Laventure.
23.08.5.1	SG	Action: To phone Neil Laventure to offer him the post of Trustee subject to two successful references.
23.08.5.3	SG & NR	Action: To explore small head-hunters in search for new Trustees to join the Board.

23.08.6	-	The Board approved the minutes of the Staffing and Remuneration Sub-Committee.
23.09.1.1	SG	Action: To contact Trustees to discuss the possibility of a Board Away Day.