

BOARD OF TRUSTEES

Minutes of the **Board of Trustees** held on **Tuesday, 25th July 2023** at **17:00** via **Zoom**.

23.27 CHAIR'S WELCOME, INTRODUCTIONS AND APOLOGIES

Attendees

Dotun Olaleye	Trustee, Chair of FSC
Helen Coleman	Trustee, Chair of SARSC
Jeff White	Trustee
Jerry Arnott	Vice Chair, Trustee
Kelvin Jones	Trustee
Neil Laventure	Trustee
Sally Glen	Chair, Trustee

In Attendance

Hannah Friend	Chief Executive Officer
Naj Riaz	Servicing Officer
Samuel Akinwonmi	Director of Finance
Tobias O'Brien	Student Officer

Apologies

Nafeesa Mitha	Trustee, Chair of ARSC
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23.27.1 The Chair welcomed Samuel Akinwonmi as the new Finance Director.

23.28 DECLARATIONS OF ANY OTHER BUSINESS

No business for this meeting.

23.29 AMENDMENTS TO THE REGISTER

23.29.1 No business for this meeting.

23.30 MINUTES OF THE LAST MEETING

23.30.1 The minutes of the Board of Trustees (BoT) meeting held on the 23rd of May 2023 was **agreed** as a true and accurate record.

23.31 MATTERS ARISING FROM THE MINUTES

23.31.1 Marketing Strategy: There is a new lead for the development of this strategy and the CEO advised that the November deadline should still be achievable.

23.31.1.1 **Action:** The CEO to present the Marketing Strategy to the Board in November.

23.31.2 Trustee Invitations to Graduation Ceremony: This action has been completed.

23.31.3 Student and Staff Representation: The Chair has had a discussion with the CEO; the Director of Education will produce an options paper for student representation and consider models from other organisations. The Staff Forum provides a mechanism to nominate a staff representative on to the Board and this will be agreed with the Executive.

23.31.3.1 **Action:** The CEO to present the scope for student and staff representation on to the Board.

23.31.4 Culture Review Scope and Process: Has been shared with the Board.

23.31.5 Student Voice: The Director of Education will lead on the review of the Student Officer roles and student engagement mechanisms.

23.31.5.1 **Action:** The CEO to review the Student Officer roles and student engagement and to report back ideas in February 2024.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

23.32 CHAIR'S UPDATE

23.32.1 Graduation: Was an excellent celebration, the Chair thanked the Facilities Manager and the team for a well organised event.

23.32.2 Vice Chair: Dotun Olaleye has been appointed to this role, and brings sound financial management and complimentary skills. Dotun has also actively supported the recruitment of the new Finance Director.

23.32.3 Trustees: The Chair is in discussion with two new trustees with finance and HR backgrounds with the aim of interviewing by November. The Chair will arrange a general catch up on the phone with Trustees over the summer to talk about how the last year went.

23.32.3.1 **Action:** The Chair to arrange phone calls with the Trustees as a general catchup over the summer.

23.33 CEO REPORT

23.33.1 HF provided the following updates to the Board:

a) DAPs: TDAPs application has been submitted in March, the OfS have been in contact to introduce our assessor and the Director of Education is liaising with them to agree next steps.

[REDACTED]

[REDACTED]

[REDACTED]

- [REDACTED]
- f) Culture Review: Has commenced, concerns have been raised with who the consultants are and their connections to the Institute. Q&A sessions have been held with staff to provide reassurances on how the selection was made. Focus groups and individual sessions have been arranged and a questionnaire will be developed. The most common issue being raised is around communication and positive comments have come out around improvements in transparency and communication. Several grievances are ongoing, the Institute has taken legal advice and are adhering to its policies.

23.33.2

The Trustees raised the following questions and comments:

- What risks will the staffing issues cause and is there a chance courses will not run? The CEO advised that there is a financial and reputational risk but is aware of positive news on recruitment. There has been interest in the Faculty Head post and cross faculty teaching is being considered.
- Trustee Kelvin Jones offered to share his expertise in recruitment.
- It was inquired how well staff understand the grievance policies and correct escalation routes as Trustees are receiving emails. It was noted that a Board response is not required as this is not part of the process. The CEO advised that when a grievance is submitted the policies are provided but there is a tendency to bypass policy, students also write directly to the CEO rather than following the complaints process. The culture needs to change with a communication piece and middle management involvement. It was suggested that staff be made aware of the governance structure and role of the Board as part of the induction.
- Trustee Neil Laventure asked the CEO for a view on why staff are leaving. The CEO noted that there is general turnover, [REDACTED]

23.34

STUDENT REPORT

23.34.1

The Student Officer joined the meeting for this item, the main issues were covered in the previous Board meeting, and this will help the Director of Education to understand the issues from the student perspective and to help focus our work.

23.34.2

A paper was presented to the Trustees highlighting similar training institutes who have a very high NSS overall student satisfaction scores. It was suggested that Metanoia should more accurately benchmark against similar types of training organisations and aim to provide a comparable student experience.

23.34.3

The Student Officer noted that it was great to see the EDI review and has enjoyed engaging with the consultant. The CEO advised that the consultant will also be in contact with the Trustees to invite their input.

23.34.4

The Trustees raised the following comments:

- Benchmarking is useful and often very complex.
- A small institute should be able to deliver a really good experience and may not meet the thresholds for reporting.
- The NSS looks at undergraduate programmes and most of the Institutes provision is postgraduate level.

- Useful data can be obtained via freedom of information requests and bespoke reports from JISC datasets, these are low cost and can be licensed for a year.

23.34.5 The Chair thanked the Student Officer for all the hard work over the last year and recommended that the discussion points should be raised with the Director of Education and then reported back at the next meeting.

23.34.6 **Action:** The Student Officer to liaise with the Director of Education on improving the NSS scores and more effective interpretation of the data.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

23.37 FINANCE SUB-COMMITTEE

23.37.1 The Chair of the FSC reported that student debt is decreasing, action plans are in place and letters have gone out. A proposal to write off any debt will be considered by the Sub-Committee.

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

23.38 AUDIT & RISK SUB-COMMITTEE

23.38.1 It was reported that audit plans will be picked up and risk registers will be led by the Chief Operating Officer. A planning meeting has been held with the auditors to schedule dates and a hybrid approach will be utilised.

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

23.39 STAFFING AND RENUMERATION SUB-COMMITTEE
23.39.1 The Chair of SARSC reported that the meeting focused on the EDI review issues.

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

23.40 ACADEMIC BOARD AND EXECUTIVE MEETINGS
23.40.1 The Board received and **approved** the key headlines from the Academic Board and Executive Committee meetings for the period May to July 2023.

23.41 ANY OTHER BUSINESS
23.41.1 Trustees Leaving: Jerry Arnott has served 9 years and Jeff White 15 years on the Board, and this is their final meeting. The Chair thanked both for their considerable contribution and wished them well for the future.

23.42 DATE OF NEXT MEETING
23.42.1 The next meeting of the Board of Trustees will be held on the **28th of November 2023**.

SUMMARY OF ACTIONS AND DECISIONS

Item	Owner	Action
23.30.1	-	The minutes of the Board of Trustees (BoT) meeting held on the 23 rd of May 2023 was agreed as a true and accurate record.
23.31.1.1	CEO	Action: To present the Marketing Strategy to the Board in November.
23.31.3.1	CEO	Action: To present the scope for student and staff representation on to the Board.
23.31.5.1	CEO	Action: To review the Student Officer roles and student engagement and to report back ideas in February 2024.
23.32.3.1	Chair	Action: To arrange phone calls with the Trustees as a general catchup over the summer.
23.34.6	Student Officer	Action: To liaise with the Director of Education on improving the NSS scores and more effective interpretation of the data.
23.35.4	-	[REDACTED]
23.37.2	-	The Board approved the minutes of the Finance Sub-Committee.
23.38.2	-	The Board approved the minutes of the Audit and Risk Sub-Committee.
23.39.2	-	The Board approved the minutes of the Staffing and Remuneration Sub-Committee.
23.40.1	-	The Board received and approved the key headlines from the Academic Board and Executive Committee meetings for the period May to July 2023.