CONFIRMED
**MINUTES OF THE CORPORATE BOARD MEETING HELD ON 19 OCTOBER 2023
AT 09:30 AT 1B DYNE ROAD**

ICMP

The Institute
of Contemporary
Music Performance

PRESENT

CORPORATE BOARD MEMBERS
Chair (David Baker, DB)
Senior Non-Executive Director (Martin Day, MD)
Non-Executive Director (Ann Mroz, AM)
Executive Director and Principal (Tony Harris, TH)
Chief Executive (Paul Kirkham, PK)
Finance Director (Jenny Marzano, JM)
Business Development Director (Pete Whittard, PW)
Marketing Director (Joanne King, JK)
Non-Executive Director (Steffan Davies, SD)

IN ATTENDANCE
Academic Registrar, Corporate Board Servicing Officer (Stef Jones, SJ)

IN ATTENDANCE [PART OF THE MEETING ONLY]
Student President (Gus Mena-Granchelli, GMG)
Student Vice President (John White Pereira, JWP)
Student Engagement Officer (Karl Mak, KM)
Associate Dean Student Engagement (Lucy Bernstein, LB) for item 10.4
Head of School: Music Performance and Creation (Sophie Daniels, SDa) for item 13.1

APOLOGIES
No apologies were received.

GMG, JWP and KM joined the meeting

1. **Session with the Student Presidents**
   1.1. The Chair welcomed the Student President (GMG), Student Vice-President (JWP) and Student Engagement Officer (KM) to the meeting and introduced the session.
   1.2. Board members introduced themselves and opened the discussion to the Student Officers.
   1.3. The Students Officers articulated that they were keen to investigate and develop a proposal for an independent ICMP Student Union. Board members were supportive and agreed to facilitate a discussion with GuildHE and the National Union of Students.

ACTION: Principal to coordinate a meeting with the Student Officers to discuss previous work on establishing a Student Union.

   1.4. The Students Officers noted that students have raised concern with the lack of disposable cutlery and the out of order vending machines. Board members will address this with the facilities team.

ACTION: Principal to raise with the Facilities team and provide an update.

   1.5. Further areas of development for the Student Officers include streamlining the process for

societies and students to propose and put on events. Board members were supportive of removing barriers however, the teams need to understand the issues.

ACTION: Director of Marketing to coordinate a meeting between the events team, Student Engagement Officer and Student Vice-President to discuss the process for organising events.

1.6. The Student Officers discussed a proposal to review the student communication channels. It was noted that there are multiple platforms for student communication and there needs to be a shift in the culture to engage with ICMP updates. The Board were supportive of peer-to-peer communication.

ACTION: Director of Marketing to coordinate a meeting between the events team, marketing and Student Officers to discuss student communications.

1.7. There was a discussion on cross-programme collaboration. The Board noted that there is a standing agenda item on Programme Committee Meetings to identify areas of cross-programme collaboration and LTA for institutional collaboration.

1.8. It was noted that the Head of Industry Partnerships and Business Development (Ace) coordinates similar initiatives at an international level and would provide valuable expertise in this area.

ACTION: Principal to follow up on cross-programme collaboration as an agenda item on PCM and LTA.

1.9. There was a discussion on the admissions and audition processes. It was noted that there is now student representation on the Admissions Committee and the suggestions from the Student Officers are already being considered and actioned by the Dean.

1.10. The Board reviewed the actions from the previous meeting with the outgoing Student Officers. The Principal will update on the discussion in his next meeting with the Student Officers.

GMG, JWP and KM left the meeting

2. **Welcomes, apologies, quoracy and declarations of interest**
    2.1. The Chair welcomed members of the Board to the meeting.
    2.2. It was noted that the Chair is no longer a non-executive director at Istituto Marangoni.
    2.3. No apologies were received.
    2.4. No conflict of interests were noted.
    2.5. The Board noted it was quorate to proceed.

3. **Terms of Reference (ToR)**
    3.1. The Board noted that every committee reviews its own ToRs and that, additionally, Corporate Board and its sub-committee ToRs were reviewed at RNGC in May 2023 as part of the annual Committee Effectiveness Review process.
    3.2. The Board approved the Terms of Reference for the academic year.

DECISION: The Terms of Reference for the academic year were approved.

4. **Schedule of Business**
    4.1. The Schedule of Business for the academic year was received.
    4.2. The Board noted that the annual approval of accounts should be moved to January to fit with the ADE cycle.

ACTION: Servicing Officer to update timing of annual approval of accounts in the schedule of business.

DECISION: Subject to the above amendments, the schedule of business was approved.

5. **Previous Minutes and matters arising**
    5.1. The minutes of the meeting held on 13 July 2023 were received.
    5.2. Subject to a number of minor corrections, the minutes were approved.

DECISION: **The minutes were approved as a correct record of the meeting on 13 July 2023.**
DECISION: **Following the discussion, the redacted version of the minutes, incorporating the above amendment, were approved for publication.**

    5.3. **NED and Staff Member meeting**
        5.3.1. The Board received the notes from the NED and staff members meeting on 13 July 2023.
        5.3.2. Board members agreed that there should be a closure of the feedback loop. It was agreed that this would be actioned via ExCo and then a verbal update provided to staff.
        5.3.3. NED's noted a number of recommendations for them to engage with staff and students. It was agreed that the Principal will coordinate.

ACTION: **Following the meeting between the NED's and Staff members, ExCo to take forward and close the feedback loop to staff.**
ACTION: **NED's to contact the Principal to facilitate engagement in staff and student activities.**

    5.4. **Matters Arising**
        5.4.1. Members received updates on actions from the previous meeting, as noted in the Matters Arising Report:

Matters arising from the Corporate Board meeting on 27 April 2023 – updated July 2023

Point	Board	Action to be taken	Target date	Action by	Success indicators	Report to	Date completed	Status and Evaluation
1.	CB03 22/23	The Student Engagement Officer to look at what is on offer through AdvanceHE and NUS for Student Representative training, in liaison also with Head of HR. and as necessary to put in a business case for this training.	July 2023	TH/LR	Enhanced Student Officer and Student Rep training organised	Quality	Sept 23	**Complete.** External training opportunities have been identified. As the team are mid-cycle of student officer and programme rep induction, the team will reflect and discuss with students before arranging.
2.	CB03 22/23	Investigate the feasibility of introducing a sabbatical officer role, initially part-time, as part also of actions relating to this year's External Governance Review.	July 2023	TH	Feasibility of a sabbatical officer presented to CB.	CB	Oct 23	**Complete** Item on agenda
3.	CB03 22/23	The October 2023 Board to include a student engagement/student union item.	July 2023	PW	Student engagement/SU on agenda	CB	Oct 23	**Complete.** Item on agenda.
4.	CB03 22/23	Organize a 'Gen Z' presentation for Corporate Board.	Jul 2023	TH	'Gen Z' presentation received by Board	CB	Oct 23	**Closed. Not considered a priority at this time**
5.	CB04 22/23	Induction and training proposal for Student Officers to be developed.	Sept 2023	TH	Training delivered and Board updated	ExCo	Oct 23	**Complete.** Training delivered and Board updated.
6.	CB04 22/23	Principal to coordinate a presentation of RSPP activity.	Oct 2023	TH	Item aged to Board agenda	CB	Oct 23	**Complete** Item on agenda

7.	CB04 22/23	Corporate Board Servicing Officer to add ESG annual report to schedule of business for Board and QBR.	July 2023	SJ	SOB updated	CB	Aug 23	**Complete** SOB updated
8.	CB04 22/23	Executive Committee to develop and present student accommodation proposal.	Oct 2023	PK	Proposal developed and presented	ExCo	April 24	**Ongoing.** Longer term project deferred to April .
9.	CB04 22/23	Principal to review the suitability of the Academic Quality Indicators and make recommendation.	Oct 2023	TH	Recommendation received	CB	Oct 23	**Complete** On the agenda
10.	CB04 22/23	Corporate Board Secretary to update schedule of business to remove committee effectiveness report.	July 2023	SJ	SOB updated	CB	Aug 23	**Complete** SOB updated
11.	CB04 22/23	Executive Committee to prepare and present a proposal for non-executive director remuneration.	Oct 2023	PK	Proposal developed and presented	ExCo	Oct 23	**Complete.** Pending circulation to members.

6. **Chair's Action Report**
   6.1. It was noted that the Board signed-off the interim accounts in September 2023.
   6.2. It was noted that the Board **approved** the Security Redemption Paper [23-CB-007]

ITEMS FOR APPROVAL

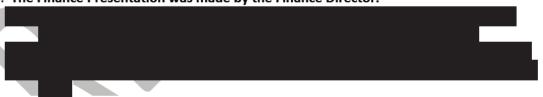**No items for approval.**

ITEMS FOR DISCUSSION

7. **Chief Executive's Report including Marketing and Finance Presentation**
   7.1. The Board received and discussed the Chief Executive Report.

   7.2. **The Marketing Presentation was made by the Marketing Director.**

   7.3. **The Finance Presentation was made by the Finance Director.**

8. **Strategic Risk Report inc. Student Protection Plan**
   8.1. The Board discussed the Strategic Risk Report and noted several amendments to the Strategic Risk Register.

9. **Institutional and Programme Health Data**
   9.1. The Board discussed the Data Dashboard Headline report, which provides a summary against key metrics.

9.2. It was noted that the Programme Health Dashboard is not yet displaying the most recent dataset due to capacity challenges and external priorities (statutory returns) in the newly formed Data Team.

9.3. **Graduate Outcome Reports**
   9.3.1. The Board noted the Graduate Outcome paper.

9.4. **National Student Survey**
   9.4.1. The Board noted the National Student Survey report and the key successes.

LB joined the meeting

9.5. **Learning Analytics presentation:**
   9.5.1. The Board welcomed the Associate Dean Student Engagement to present the work of the Learning Analytics project.
   9.5.2. The Associate Dean presented an overview of the work undertaken to date. Board were informed that the presentation is the headline data, the analysis and detail is taking place operationally and overseen by the Retention Working Group.
   9.5.3. The Board discussed enrolment. It was agreed that acceptance to enrolment nurturing processes are important and good practice in other institutions was shared.
   9.5.4. The Board welcomed a systematic approach to the continuation concerns and thanked LB for the presentation.

LB left the meeting

10. **OfS Compliance Quarterly Report**
   10.1. The Board received a verbal update on the work of the OfS Monitoring Group from the Principal.
   10.2. The Principal and Academic Registrar are responsible for the OfS oversight and will call upon others when information is needed to provide assurance against the ongoing conditions of registration.
   10.3. The conditions have been split across the cycle and the OfS Monitoring Group will conduct a series of reviews during the year. An annual report will be received by the Board in October.
   10.4. For this cycle, the Board will receive a report in January 2024.

   10.5. **Teaching Excellent Framework (TEF)**
      10.5.1. The Board celebrated and congratulated ICMP on the award of TEF Silver.

11. **Quality Report**
   11.1. The Board discussed the recommendation to consider and adopt the revised Academic Quality Indicators (AQIs) in light of the revised B conditions and ICMP adoption of committee schedules of business.
   11.2. The Board noted that AQI's are a range of internal and external data reports that monitor the quality and standards of the provision.
   11.3. The Board supported the revisions of the AQI's.

SDa joined the meeting

12. Research, Scholarly and Professional Practice (RSPP)

12.1.　The Board welcomed Prof. Sophie Daniels to the meeting. The purpose of the presentation was to raise the profile of the RSPP agenda to the Board.

12.2.　The Board were keen to engage in the annual RSPP seminar series. The Principal agreed to circulate the schedule.

12.3.　The Board discussed whether the seminar programme is available to students. It was agreed that this could be considered.

12.4.　The Board received an update on RSPP outputs which showcased achievements of the academic faculty.

12.5.　A discussion was had on the REF and access to research funding.

12.6.　A discussion was had on small specialist funding, with RSPP activity being a core strand in the strategy.

12.7.　The Board discussed how this could be communicated to applicants. It was agreed that academic faculty play a key part in students deciding to study at ICMP. It was confirmed that this already is a key part of open and experience days.

12.8.　The Board thanked SDa for the presentation.

SDa left the meeting

13. Student Engagement (Student Union)

13.1.　The Board discussed the Student Sabbatical Officer role paper.

13.2.　The Board agreed to retain the current structure for the time being. It was noted that this may develop as part of ongoing conversations with the Student Officers.

14. NED Remuneration

14.1.　The Board noted that a paper will be circulated post-meeting for decision and approval.

15. ADE Integration Team Update

15.1.　The Board considered this item under Reserved Business.

ITEMS FOR INFORMATION

16. Subcommittee Business

16.1.　The Board received and noted the Executive Committee report and minutes.

16.2.　The Board received and noted the Academic Board report and minutes.

16.3.　The Board received and noted the Audit Committee report and minutes.

17. Safeguarding and Prevent quarterly monitoring report

The Board received and noted the Safeguarding and Prevent monitoring report.

18. DAPs Transition Group update report

18.1.　The Board received and noted the DAPs Transition Group report.

19. Portfolio Development Group update

19.1.　The Board received and noted the Portfolio Development report.

20. Annual Operational Plans

The Board received and noted the annual operational plan report.

21. EDI Strategy

21.1.   The Board received and noted the EDI Strategy.

ANY OTHER BUSINESS

23. Board Appraisals

23.1.   The Chair informed Board members that he will be contacting Board members in due course to schedule appraisal meetings. The process remains the same.

24. John Last

24.1.   The Board were informed that John Last, who had previously engaged in a Board awayday had recently passed away.

25. GuildHE

25.1.   The Board were informed that Stef Jones, ICMP Academic Registrar has recently been appointed as Chair of the GuildHE Board Clerks Network.

25.2.   The Board were informed that Rebecca Morrison, ICMP Academic Board NED has recently been appointed as Chair of the GuildHE DAP Network.

SJ left the meeting

26. Reserved Business

26.1.   The Board discussed a matter of reserved business concerning the Extraordinary Board Meeting held on October 16th, and approved the minutes of that meeting

27. The Chair thanked Members of the Board and closed the meeting.

28. Date of next meeting

28.1.   The date of the next meeting is Thursday, 25 January at 09.30 in the ICMP Boardroom

The meeting concluded at 13:00

Matters arising from the Corporate Board meeting on 19 October 2023

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1.	CB04 22/23	Executive Committee to develop and present student accommodation proposal.	Oct 2023	PK	Proposal developed and presented	ExCo	April 24	**Ongoing.** Longer term project deferred to April .
2.	CB01 23/24	Principal to coordinate a meeting with the Student Officers to discuss previous work on establishing a Student Union.	Jan 2024	TH	Meeting scheduled	CB		**New Action**
3.	CB01 23/24	Principal to raise with the Facilities team and provide an update.	Oct 2023	TH	Issues raised and update received	CB		**New Action**
4.	CB01 23/24	Director of Marketing to coordinate a meeting between the events team, Student Engagement Officer and Student Vice-President to discuss the process for organising events.	Jan 2024	JK	Meeting scheduled	CB		**New Action**
5.	CB01 23/24	Director of Marketing to coordinate a meeting between the events team, marketing and Student Officers to discuss student communications.	Jan 2024	JK	Meeting scheduled	CB		**New Action**
6.	CB01 23/24	Principal to follow up on cross-programme collaboration as an agenda item on PCM and LTA.	Jan 2024	TH	Agenda items on PCM and LTA confirmed	CB		**New Action**
7.	CB01 23/24	Servicing Officer to update timing of annual approval of accounts in the schedule of business.	Oct 2023	SJ	Schedule to be updated	CB		**New Action**
8.	CB01 23/24	Following the meeting between the NED's and Staff members, ExCo to take forward and close the feedback loop to staff.	Jan 2024	PK	Feedback loop closed	ExCo		**New Action**

9.	CB01 23/24	NED's to contact the Principal to facilitate engagement in staff and student activities.	Jan 2024	TH	NED's contact Principal	CB		New Action