

CONFIRMED – REDACTED

**MINUTES OF THE CORPORATE BOARD MEETING HELD ON 27 APRIL 2023
AT 09:30 AT 1B DYNE ROAD**



The Institute
of Contemporary
Music Performance

PRESENT

CORPORATE BOARD MEMBERS

Chair (DB) - online
Senior Non-Executive Director (MD)
Non-Executive Director (RS) – online
Non-Executive Director (AM)
Executive Director and Dean of Academic Studies (TH)
Chief Executive (PK)
Finance Director (JM)
Business Development Director (PW)
Marketing Director (JK)

IN ATTENDANCE

Interim Deputy Registrar, Corporate Board Secretary (LR)

IN ATTENDANCE [PART OF THE MEETING ONLY]

Student President (JD)
Student Vice President (MM)
Registrar/COO (HAR)

APOLOGIES

No apologies were received.

JD and MM joined the meeting

1. Session with the Student Presidents

- 1.1. The Chair welcomed the Student Officers (President, JD and Vice-President, MM) to the meeting and introduced the session.
- 1.2. The Chair welcomed the new Student Engagement Officer (KM) and the Non-Executive Directors introduced themselves to him.
- 1.3. The Principal provided feedback on points raised by the Student Presidents at the previous meeting, as follows:
 - 1.3.1. Holocaust memorial event: There was something of a misunderstanding at the previous meeting relating to a small staff research event that had been opened to students. The event may have been interpreted by some as a student event that was tokenistic if intended as an ICMP-wide commemoration of Holocaust Memorial Day. The EDI committee is subsequently considering a request to acknowledge the Holocaust within the events programming. Discussions are now happening around what will be on the agenda next year, with input from the student representatives on that committee. The EDI committee will continue to govern our programme of events going forward but with much wider involvement with the broader student and staff body. The meeting acknowledged that there will always need to be decisions made about what will be prioritized for commemoration given the impossibility of covering all possible celebrations and remembrances.
 - 1.3.2. Use of the ICMP Venue for CertHE students – this action is complete; an event was

recently held.

- 1.3.3. Capacity and resourcing of the Wellbeing Team – ICMP's newly appointed Deputy Head of Student Services will be coming into post imminently. Technically, a new case management system and new learning analytics software are being procured. The Board noted their commitment to improving and expanding Student Support Services.
- 1.3.4. Improvements to Facilities (Loan Equipment) – The President reported that generally the quality of loan equipment seems to have improved since the feedback from the previous meeting was acted upon. The Board asked the President and Vice-President to keep an eye on this and report back if there are any further issues.
- 1.3.5. Receive feedback on how the Student President and Vice-President would like to receive Board feedback – The Principal suggested the reimplementation of a central register of all students received matters so that staff can report back to Senate on an ongoing live action table.

ACTION: TH/LR and Student Engagement Officer to establish student feedback tracking system.

1.4. The Student President and Vice-President introduced the following topics:

- 1.4.1. Unfortunately, last Monday's Student Senate did not go ahead due to poor attendance. They attribute this to the fact it was during the assessment period.
- 1.4.2. Sensitivity training for Student Officers and Student Reps was requested.

ACTION: TH/LR – 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. KM invited to put in a business case for this training.

- 1.4.3. RS suggested that Student Officers might disseminate this training to wider student community.
- 1.4.4. PK suggested revisiting the idea of a sabbatical officer, to provide continuity for Student Officers and the framework for more development of a formal student union.

ACTION: TH to 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.

1.5. The Student President suggested that a debating society would be beneficial.

- 1.5.1. The Student Engagement Officer suggested that students would benefit from leadership training to gain the requisite skills to run a society.
- 1.5.2. It was agreed that the latter two points would be addressed within the existing process for Student Societies.
- 1.5.3. There was mention of the graduation ceremony. Outgoing student presidents will be invited to give some kind of speech or vote of thanks. The details will be discussed with the Presidents, and decided, bearing in mind what they would be comfortable doing, within Graduation Working Group.
- 1.5.4. The Chair of the Board thanked the Student Officers for a very interesting discussion.

JD and MM 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. The Chair welcomed AM to the role of Non-Executive Director.
- 2.3. The Chair congratulated TH on the award of the title of Principal.
- 2.4. No apologies were noted.
- 2.5. One conflict of interest was noted for both Chief Executive (PK) and Business Development Director (PW) who are shareholders.
- 2.6. The Board noted it was quorate to proceed.

3. Previous Minutes and matters arising

- 3.1. The minutes of the meeting held on 26 January 2023 were received.
- 3.2. It was noted that some names were included in the action table of the previous meeting. The names of third parties should be removed using only institutional affiliation as the identifier.

DECISION: Subject to the above amendment, the minutes were approved as a correct record of the meeting on 26 January 2023.

DECISION: Following the discussion, the redacted version of the minutes, incorporating the above amendment, were approved for publication.

3.3. Matters Arising

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

ACTION: PW to organise for a presentation of the Learning Analytics Project to be made at the next meeting of the Board.

ACTION: The October 2023 Board to include a student engagement/student union item.

Matters arising from the Corporate Board meeting on 26 January 2023 – updated April 2023

Point	Board	Action to be taken	Target date	Action by	Success indicators	Report to	Date completed	Status and Evaluation
1.	CB1 2020/21	A suite of financial performance policies will be presented to Audit Committee and a draft VFM report will be presented to the Corporate Board.	April 21 April 22 Jan 23 Apr 23	JM	VFM report presented	Chair		Complete. This has been delegated to, and reviewed, by the Audit Committee.
2.	CB3 2021/22	Chief Executive to liaise with HR to capture CPD for Board members more formally.	Jul 22	PK	CPD formally captured	CB	April 23	Complete. CB03, agenda item 12.1
3.	Awayday 21/22	Revisit Consortia purchasing.	Oct 22	PW		CB	April 23	Complete. JISC membership is required for consortia purchasing which is not feasible at this time.
4.	Awayday 21/22	Contact identified candidate to replace the outgoing NED.	Oct 22	PK	Replacement identified	CB	Jan 23	Complete. Verbal update at CB 03, agenda item 10.1.
5.	CB01 22/23	Board members to accept an invitation to visit the University of West London.		PW	Members of the Board have visited UWE	CB	Mar 23	Complete. Visit undertaken.
6.	CB02 22/23	Look into splitting RGPC as per recommendations of the Governance Review.	Apr 23	MD/PW	Recommendations received.	CB		Complete. This is in our Strategy.

7.	CB02 22/23	Launch a project to look at ways in which KPIs can be displayed for Corporate Board.	Apr 23	PW	Project complete	CB	April 23	Complete. A Learning Analytics Project is being implemented.
8.	CB02 22/23	Future meetings of the Board to receive confirmation that actions from the meeting with the Student Officers have been fed into the relevant committee(s).	Apr 23 and ongoing	TH/(LR)	On agenda as a standing item. Confirmation received relating to previous meeting with Student Officers.	CB	April 23 onwards	Complete.
9.	CB02 22/23	The Skills Matrix to be reduced to four categories and to include definitions that will aid in review completion.	April 23	MD	Revised skills matrix reviewed at CB03 22/23	CB		Complete. CB03, agenda item 10.2
10.	CB02 22/23	A student success impact presentation to be arranged for Board 03.	April 23	TH/(LR)	Student success impact presented to the Board.	CB	Apr 2023	Complete. CB 03, agenda item 8.
11.	CB02 22/23	An item on strategic development to be added to the agenda for CB03.	April 23	PK/LR	Strategic development discussed at CB03	CB	Apr 2023	Complete. CB03, agenda item 6.
12.	CB02 22/23	Develop current-year internal forecasts for continuation.	Apr 23	TH->HAR	Current-year internal forecasts developed and presented.	CB	Mar 2023	Complete. CB03, agenda item 8.1. (Presentation includes a slide estimating/predicting withdrawals.)

13.	CB02 22/23	Reverse student mentoring to be included in the NED engagement plan.	Apr 23	PW	Added to engagement plan.	CB		Complete.

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4. Chair's Action Report

- 4.1. The data return was submitted to the OfS as per the financial presentation at the January Board.

ITEMS FOR DISCUSSION

5. Chief Executive's Report including Marketing and Finance Presentation

- 5.1. The Board received and noted the Chief Executive Report.
- 5.2. The Marketing Presentation was made by the Marketing Director.
- 5.3. The Finance Presentation was made by the Finance Director.

6. Strategic Risk Report inc. Student Protection Plan

- 6.1. The Strategic Risk Report was discussed and updated.

7. Strategic Development

- 7.1. The Board received a presentation from the Chief Executive with contributions from the Marketing Director.

HAR joined the meeting.

8. Student Retention (Success)

- 8.1. The Chair welcomed the Registrar and COO (HAR) to the meeting.
- 8.2. The Board received a presentation on retention, continuation, and student success.
ACTION: LR to organise the joint NEDs meet as a matter of urgency, before the strategy day.
ACTION: DB to ensure that continuation rates are discussed at the joint NEDs meeting.
ACTION: TH to ensure that Academic Board provide a way forward on improving continuation/student retention rates.

9. Institutional Health Data

- 9.1. The Board received the data dashboard headline report.

HAR left the meeting.

10. Review of Code of Governance and Strategy

- 10.1. The Board received the review of the ICMP governance strategy.
- 10.2. The Board noted that the recommendations from the external review were minor and had (broadly) been accepted.

11. Review of Board composition including skills

- 11.1. The Board received the review of the skills matrix
- 11.2. The Board noted that the review of skills will aid in recruitment of the next NED

ACTION: PW to circulate the Skills Matrix for every member of Board to complete.

12. Board member CV update

12.1. Boards members were asked to review their online CVs

ACTION: All Board members to review their online CVs and provide amendments to LR

13. Board CPD Report

13.1. The Board received and discussed a report on Board CPD

13.2. MD requested a session on music industry and on student 'deal'/expectations

ACTION: JM to ask the Head of Industry Partnerships and Business Development to deliver a 'music industry' presentation to the next meeting of Corporate Board.

13.3. The Chair welcomed the CPD report.

14. Board Awayday Update

14.1. The Board received the draft agenda for the awayday on 21 June.

ITEMS FOR INFORMATION

15. Subcommittee Business

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

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

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

16. OfS Compliance Quarterly Report

16.1. The Board received and noted the OfS Compliance Quarterly Report.

17. Quality Report

17.1. The Board received and noted the Quality Assurance and Enhancement 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. Fit and Proper Test Declarations

20.1. The Board received the Fit and Proper Test Declarations.

21. Committee Effectiveness Reviews

21.1. The Board received and noted the Corporate Board Effectiveness Review.

21.2. The Board received and noted the Executive Committee Effectiveness Review.

21.3. The Board received and noted the Academic Board Effectiveness Review.

21.4. The Board received and noted the Audit Committee Effectiveness Review.

21.5. The Board received and noted the RGPC Effectiveness Review

22. Safeguarding and Prevent Quarterly Monitoring Report

22.1. The Board noted the Safeguarding and Prevent report

23. Graduation Ceremony Working Group Update

23.1. The Board received and noted the update on ICMP graduation ceremony 2023.

ANY OTHER BUSINESS

24. There was no other business.

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

26. Date of next meeting

26.1. The date of the next meeting is Thursday, 13 July 2023 at 09.30 in the ICMP Boardroom

The meeting concluded at 12:57.

Redacted for publication

Matters arising from the Corporate Board meeting on 27 April 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 establish student feedback tracking system.	July 2023	TH/LR	Student feedback tracker in use.	Quality		NEW ACTION
2.	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		NEW ACTION
3.	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		NEW ACTION
4.	CB03 22/23	Organise a presentation of the Learning Analytics Project to be made at the next meeting of the Board.	July 2023	PW/LR	Presentation on learning analytics project made.	CB		NEW ACTION
5.	CB03 22/23	The October 2023 Board to include a student engagement/student union	July 2023	PW/LR	Student engagement/SU on agenda	CB		NEW ACTION

		item.						
6.	CB03 22/23	Organize a 'Gen Z' presentation for Corporate Board.	Jul 2023	TH	'Gen Z' presentation received by Board	CB		NEW ACTION
7.	CB03 22/23	Provide further strategy guidance for discussion at the Board Awayday.	Jun 2023	PK	Strategy presentation delivered at the Awayday	CB		NEW ACTION
8.	CB03 22/23	Organise the joint NEDs meet as a matter of urgency before the strategy day.	May 2023	LR	Joint NEDs meet confirmed.	CB		NEW ACTION
9.	CB03 22/23	Ensure that continuation rates are discussed at the joint NEDs meeting.	May 2023	DB	Continuation rates discussed at the joint NEDs meeting.	CB		NEW ACTION
10.	CB03 22/23	Academic Board to provide a way forward on improving continuation/student retention rates.	Jul 2023	TH	An AcBo paper outlining plan for tackling continuation/student retention	CB		NEW ACTION
11.	CB03 22/23	PW to circulate the Skills Matrix for every member of Board to complete.	July 2023	PW	Skills matrix completed by all Board members	CB		NEW ACTION
12.	CB03 22/23	All Board members to review their online CVs and provide amendments to LR	Jul 2023	All	Online Board member CVs updated	CB		NEW ACTION
13.	CB03 22/23	JM to ask the Head of Industry Partnerships and Business Development to deliver a	Jul 2023	JM	'Music Industry' presentation delivered.	CB		NEW ACTION

		'music industry' presentation to the next meeting of Corporate Board.						
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