

**CONFIRMED vREDACTED**

**MINUTES OF THE CORPORATE BOARD MEETING HELD ON 14 JULY 2022  
AT 09:30 AT 1B DYNE ROAD**

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The Institute  
of Contemporary  
Music Performance

## **PRESENT**

### **CORPORATE BOARD MEMBERS**

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

### **IN ATTENDANCE [via Teams]**

Deputy Registrar, Corporate Board Secretary (SJ)

### **IN ATTENDANCE [PART OF THE MEETING ONLY]**

Student President (JPO)  
Student Vice President (KY)  
Registrar/COO (HAR)

### **OBSERVER**

Interim Deputy Registrar, Corporate board Secretary (LR)

### **APOLOGIES**

Non-Executive Director (RS)  
Non-Executive Director (AD)

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## **1. Welcomes, apologies, quoracy and declarations of interest**

- 1.1. The Chair welcomed everyone to the meeting.
- 1.2. Apologies were noted as above.
- 1.3. Two conflicts of interest were noted:
  - 1.3.1. TH has been appointed to the Board of Governors of Newman University, Birmingham.
  - 1.3.2. PK and PW declared a conflict of interest for item *Interim Dividend Proposal*.
- 1.4. The Board noted it was quorate to proceed.

### *JPE and KY joined the meeting*

#### **1.5. Session with the Student Representatives**

- 1.5.1. The Chair welcomed the Student Officers to the meeting and introduced the session.  
The Board thanked Joy-Princess and Keegan for all their hard work over the last year.
- 1.5.2. The Student Officers were handed the floor to put forward their thoughts and concerns to the Board members and to reflect on their time in office.
- 1.5.3. The Student Officers reflected on the development of a number of student community initiatives including, the implementation of Student Societies, the Zero Tolerance Policy and the AIM events. They also reflected on the success of the Student Senate. The Student Officers were in agreement that there is now a sense of an ICMP community.

- 1.5.4. The Student Officers reflected on the role of the Student Engagement Officer and acknowledged that this role has been key in supporting the development of the Student Officers.
- 1.5.5. The Student Officers supported the format for student engagement with the Corporate Board. However, noted that more can be done to prepare the Student Officers ahead of their first meeting.
- 1.5.6. Board members discussed the development of the student societies to incorporate ways to engage student officers in the wider discussions in the sector.

**ACTION: Working with the Student Engagement Officer, Dean of Academic Studies to explore mechanisms to prepare and support Student Officers ahead of the October Board and ways in which the student body can engage in sector discussions.**

*JPE and KY left the meeting*

**1.6. Corporate Board Composition**

- 1.6.1. The Chair requested a discussion on the Board composition following a recommendation from RGPC.

*DB left the meeting*

- 1.6.2. The Board noted the recommendation from RGPC that the Corporate Board's Chair term is renewed for a further three-year period from September 2022. This was unanimously supported by the Board members present.

**DECISION:** The tenure of the Chair was extended for a further three-year period.

*DB re-joined the meeting*

- 1.6.3. The Board formally noted that Non-Executive Director Roxanne Stockwell's term will end in August 2023. There will be no further period of extension.
- 1.6.4. The Board noted and accepted the resignation from Non-Executive Director Amber Davis.
- 1.6.5. The Board discussed the vacant Non-Executive Director positions and recommended that RGPC revisit the skills matrix to identify the key skills to complement the existing membership.
- 1.6.6. The Board agreed not to expand the Executive membership at this time.

**ACTION: RGPC to prepare a shortlist of skill categories to target.**

**2. Previous Minutes and matters arising**

- 2.1. The minutes of the meeting held Thursday 28 April 2022 were confirmed as a true and accurate record of the meeting subject to some minor amendments.

**DECISION:** The minutes were approved as a correct record of the meeting on 28 April 2022.

**DECISION:** Following the discussion, the redacted version of the minutes was approved for publication.

**2.2. Matters Arising**

- 2.2.1. Members received an update on actions from the previous meeting.

Matters arising from Corporate Board meeting on 28 April 2022

Point	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 2021 April 2022	JM	VFM report presented	Chair		<b>Ongoing.</b> It was noted that the financial framework has been completed. The outstanding value for money report will be received in January 2023.
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3. CB2 2021/22	ExCo to reflect on the best succession structure moving forward to deliver the present the existing strategy and provide a recommendation to Board.	Board away day – June 2022	PK	Succession plan presented	ExCo		<b>Ongoing.</b> Update to be received in October 22.
4. CB3 2021/22	Chief Executive to liaise with HR to capture CPD for Board members more formally.	July 2022	PK	CPD formally captured	CB		<b>Ongoing.</b> In progress
5. CB3 2021/22	RGPC to draft revised terms of reference and recommend membership.	July 2022	MD, PW	Revised TOR and recommended membership presented	RGPC	Jul 22	<b>Complete.</b> The priority is to fill the vacant posts. This action was marked as complete as it has been formalised in the strategy.
6. CB3 2021/22	Chair and Chief Executive to explore external representation.	July 2022	PK	External representation explored	CB	Jul 22	<b>Complete.</b> This action is marked as complete as there is a duplicate action from the awayday.
7. CB3 2021/22	RGPC to consider board composition and tenure and submit recommendation in July.	July 2022	MD, PW	Recommendation submitted	RGPC	Jul 22	<b>Complete.</b> Business discussed at the start of the meeting under point 1.6

8. CB3 2021/22	HR to liaise with Corporate and Academic Board members to update website biographies.	July 2022	PK	Website updated	CB	Jul 22	<b>Complete.</b> Website biographies for Corporate Board updated.
9. CB3 2021/22	Dean to coordinate with the Careers and Industry Hub to build the case studies of student success stories.	Sept 2022	TH	Case study template and process developed and implemented.	ExCo	April 22	<b>Complete.</b> Action passed to ExCo Servicing Officer.



6.4. It was noted that the Dashboard will be launched in September. This will be a standing item on the Corporate Board agenda and will be supplemented by a briefing paper prepared by the Dean and Registrar.

## **7. World Leading Small and Specialist Funding Bid**

7.1. The Board received a verbal update from the Registrar and COO on the WLSS bid. The outcome was originally expected in June however, this has been revised to July.

## **8. Capital Funding Bid**

8.1. The Board received a verbal update from the Registrar and COO. The next bid has now been submitted to the OfS. A copy of the bid will be provided to the Board via the Sharepoint site.

## **9. Access and Participation Plan Variation**

9.1. The Board received and noted the amendments to the existing Access and Participation Plan. It was also noted that Providers will be expected to submit a new AP plan in the 22/23 academic year.

## *HaR left the meeting*

## **10. Governance Update**

10.1. It was noted that RGPC completed a review of the committee effectiveness reviews for the Board and its sub-committees. A summary paper has been prepared and will be circulated post meeting.

**Action: Business Development Director to circulate committee effectiveness summary paper.**

10.2. The Board received and noted the draft terms of reference. The Board supported the proposed changes pending some minor amendments in light of DAPs and recent changes to the membership.

**Action: Dean of Academic Studies to provide wording to align Corporate Board and AcBo Terms of Reference to Servicing Officer.**

10.3. The Board received and noted the draft schedule of business.

10.4. The Board received and noted the GuildHE Governance Survey results.

## **11. Plan for Board Appraisal**

11.1. The Board noted a revised appraisal form template.

## **12. Portfolio Development Group update**

~~12.1.~~ The Board received and noted the updates from the Portfolio Development Group (PGD). [REDACTED]

12.2. The Board welcomed this implementation of the PGD allowing for a more formal and professional development of ICMP's provision.

## *PK and PW left the meeting*

## **13. Interim Dividend Proposal**

- 13.1. The Board received the proposal for an interim dividend relating to the 2021-22 statutory year. The Board supported the proposal.

*PK and PW re-joined the meeting*

**14. Update following the Board awayday**

- 14.1. The Board received and noted the notes and actions from the awayday. Actions arising from the awayday will be added to the Corporate Board action table.

**ITEMS FOR INFORMATION**

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**15. Report on OfS Registration Conditions**

**15.1. Report on registration condition E4: Notification of changes to the OfS register**

- 15.1.1. The Board received and noted the report on registration condition E4.

**15.2. Report on registration condition F3: Provision of information to the OfS**

- 15.2.1. The Board received and noted the report on registration condition F3.

**15.3. Report on registration condition F1: Transparency Information**

- 15.3.1. The Board received and noted the report on registration condition F1.

**16. Sector Updates**

- 16.1. The Board received and noted the OfS statement of expectations for preventing and addressing harassment and sexual misconduct.
- 16.2. The Board received and noted the letter from the (now ex) Minister regarding Free Speech and External Assurance schemes.

**17. Subcommittee Business**

- 17.1. The Board received and noted the Executive Committee report and minutes.
- 17.2. The Board received and noted the Academic Board report and minutes.
- 17.3. The Board received and noted the RGPC report.

**18. Health, Safety & Security Quarterly report**

- 18.1. There were no health, safety and security updates to note.
- 18.2. The Board received and noted the annual data protection report for 2021-22.

**19. Quality Assurance and Enhancement report**

- 19.1. The Board received and noted the Quality Assurance and Enhancement report.
- 19.2. The Board received and noted the draft academic quality indicators.

**20. Safeguarding and Prevent quarterly monitoring report**

- 20.1. There were no updates to note.

**21. DAPs Transition Group update report**

- 21.1. There were no updates to note.

**ANY OTHER BUSINESS**

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22. The Chair thanked Corporate Board Secretary SJ and welcomed interim Corporate Board Secretary LR.
23. Non-Executive Directors were scheduled to meet with members of ICMP staff directly after the Board.
24. **Date of next meeting**
  - 24.1. The date of the next meeting is under discussion and will be confirmed by the Interim Corporate Board Secretary.

*The meeting concluded at 12:48*



**Matters arising from Corporate Board meeting on 28 April 2022**

<b>Point</b>	<b>Action to be taken</b>	<b>Target date</b>	<b>Action by</b>	<b>Success indicators</b>	<b>Report to</b>	<b>Date completed</b>	<b>Status and Evaluation</b>
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 2021 April 2022 Jan 2023	JM	VFM report presented	Chair		<b>Ongoing.</b> Updated expected in Jan 2023
2. CB2 2021/22	ExCo to reflect on the best succession structure moving forward to deliver the present the existing strategy and provide a recommendation to Board.	Board away day – June 2022	PK	Succession plan presented	ExCo		<b>Ongoing.</b>
3. CB3 2021/22	Chief Executive to liaise with HR to capture CPD for Board members more formally.	July 2022	PK	CPD formally captured	CB		<b>Ongoing.</b>
4. CB Awayday 21/22	Instigate review of strategy post-2023/24	2023/24 AY	PK	Review of Strategy undertaken	CB		<b>New Action from awayday</b>
5. CB Awayday 21/22	Propose institutional targets for continuation to the October meeting	Oct 22	TH	Institutional targets proposed	CB		<b>New Action from awayday</b>
6. CB Awayday 21/22	Add Project Innovation to the strands of development underpinning the Portfolio Strategy	Oct 22	TH	Strands of development updated	CB		<b>New Action from awayday</b>
7. CB Awayday 21/22	Present a checklist around portfolio development decision making processes at the October Board	Oct 22	TH	Checklist developed and presented	CB		<b>New Action from awayday</b>

8. CB Awayday 21/22	Revisit Consortia purchasing	Oct 22	PW		CB		<b>New Action from awayday</b>
9. CB Awayday 21/22	Develop an Estates and ICT Strategy and identify proposed timeline for Board update	Oct 22	PW	Strategy developed and presented	CB		<b>New Action from awayday</b>
10. CB Awayday 21/22	Contact identified candidate to replace Amber Davis	Oct 22	PK	Replacement identified	CB		<b>New Action from awayday</b>
11. CB Awayday 21/22	Consider contractual positions and recommend profiles for replacement of any non-Executive Directors due to retire in the next 1-2 years	Oct 22	MD	Replacements identified	RGPC		<b>New Action from awayday</b>
12. CB Awayday 21/22	Amend Board appraisal format	Oct 22	PK	Appraisal template amended	Chair	Jul 22	<b>Complete.</b>
13. CB04 21/22	Working with the Student Engagement Officer, Dean of Academic Studies to explore mechanisms to prepare and support Student Officers ahead of the October Board and ways in which the student body can engage in sector discussions	Oct 22	TH	Activity embedded in Student Officer Handover	CB		<b>New Action</b>
14.	RGPC to prepare a shortlist of skill categories to target.	Aug 22	PW/M D	Skills identified and shared with Chair and CE	CB		<b>New Action</b>
15.	Business Development Director to circulate committee effectiveness summary paper.	Oct 22	PW	Paper received and circulated	CB		<b>New Action</b>
16.	Dean of Academic Studies to provide wording to align Corporate Board and AcBo Terms of Reference to Servicing Officer.	Sept 22	TH	Wording provided and TOR updated	CB		<b>New Action</b>

