

UNCONFIRMED

**MINUTES OF THE CORPORATE BOARD MEETING HELD ON 28 JANUARY 2021
AT 10:00 BY TEAM VIDEO CONFERENCE**

PRESENT

CORPORATE BOARD MEMBERS

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

IN ATTENDANCE

NED designate (AD)
DAPs observer (DM)
Student President (JPE), for start of meeting
Servicing Officer (JR)
Registrar (AF), for item 7
Access & Participation Plan Manager (MO), for item 7

APOLOGIES

None

1. Welcomes, apologies, quoracy and declarations of interest

The Chair welcomed everyone to the meeting including the NED designate, Student President and DAPs observer. All attendees introduced themselves.

No apologies had been received and the meeting was quorate to proceed.

Session with Student representative

The Student President was warmly welcomed to the first part of the meeting. She explained that she was a musician and had been at ICMP for three years. She had chosen to come to ICMP as it was the most friendly college and had provided her with the support she needed. Her career progression plans included becoming a voice coach.

The Student President provided feedback from students who, during lockdown, had said they were feeling disconnected because they had to interact through a screen rather than face to face. Live performances were difficult to achieve from home, although it was acknowledged that the ability to pre-record at ICMP was helpful. Communications with students through group chats with the student senate and through informal platforms were welcome; ICMP 'encourages all students to voice their opinions' and students were able to reach out to the Student President and other representatives and take advantage of a variety of connection activities available at ICMP. The Student President urged ICMP to reintroduce performance on site as soon as possible within social distance restrictions.

The CE acknowledged that a legacy of the original ICMP as a broadly 'western' rock school was accepted; this was historical and was being actively and urgently addressed to improve diversity. The Student President acknowledged that ICMP was making changes to staff representation and the curriculum to strengthen diversity to accommodate and encourage musicians from all musical genres. ICMP's portfolio review includes programme reconstruction and the Access and Participation Manager is involved to ensure wide representation is included.

In relation to diversity, the Student President said that representation of students at ICMP was good. The new EDI representative was effectively engaged and there were many student representatives who had a lot to say and felt able to speak up at ICMP. The CE explained that an ICMP EDI committee has been established as a formal high-profile body at ICMP and he will liaise with the Student President about the best way for her to engage with this forum.

The Student President was thanked for her attendance and contribution and left the meeting.

2. Minutes and matters arising

DECISION: The minutes were approved as a correct record of the meeting on 13 October 2020.

DECISION: The redacted version of the summary minutes marked up in the Corporate Board report pack was approved for publication.

DECISION: The minutes of the extraordinary meeting on 25 November 2020 were approved.

There were no redacted minutes of the 25 November meeting as it was inappropriate to produce a public version of this meeting.

An updated 'matters arising' chart is shown below and updates were discussed and noted.

The Corporate Board noted updated requirements for minutes, to refer to job titles and use individuals' initials only in the attendance list and matters arising chart.

Outstanding Matters arising from Corporate Board meetings reported on 15 January 2021 and **UPDATED at meeting on 28 January 2021**

Point	Action to be taken	Target date	Action by	Success indicators	Report to	Date complete	Status and Evaluation
1. CB1 2020/21	The full operational plan would be placed in the SharePoint folder for the Corporate Board to review and endorse and thereafter recorded by Chair's action	Nov 2020	PK	Operational plans available	Chair		Complete, plan available in folder
2. 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	JM	Vfm report presented	Chair		For April 2021
3.CB1 2020/21	A more detailed and strategic report on graduate outcomes will be presented to the CB with action plans	January 2021	TH/AF	Report on graduate outcomes presented	Chair		Complete, TH updated at meeting
4.CB1 2020/21	RS volunteered to work with ICMP on graduate outcomes activity	January 2021	RS/TH	Input to graduate outcomes work	Chair		RS and TH to meet. To be updated in April 2021
5.CB1 2020/21	PK undertook to write a summary note to clarify the role of the Corporate Board in discharging its duty for risk management	January 2021	PK	CB briefed on their role in scrutinising risks	Chair	14 October 2020	Complete. Note circulated to CB 14 October 2020. Also incorporated into risk report on 28 January
6.CB1 2020/21	A reviewed position on the appointment of a student governor will be presented to the Corporate Board meeting in January 2021	January 2021	TH PK	Student Governor proposal presented	Chair		Complete, TH updated at meeting
9.Board awayday Oct 2020	Business case format to include evaluation of risk	Jan 2021	PK	New format presented and agreed	Chair		Complete, now included

3. Chair's action

Since the meeting on 13 October 2020 Chair's actions have been taken to progress the following decisions, and the Board endorsed progress on: (i) Prevent, ADR accountability statement (ii) Final Combined Operational Plans 2020-21 (iii) OfS seven-year data return, and (iv) Audited Annual financial statements.

Items (i), (iii) and (iv) had previously been discussed at Corporate Board meetings which had mandated the Chair to take action following the relevant meeting.

For item (iii), following the meeting on 25 November 2020, the Corporate Board had resolved to proceed with the seven-year financial plan as presented and to sign the return to send to OfS.

Corporate Board members noted that two appointment items will be addressed at the end of the meeting.

4. NSS action plan

The Dean introduced the plan and explained the current challenges relating to student satisfaction. AcBo had discussed the plan together with links to NSS triggers and other student satisfaction mechanisms.

In relation to the granularity of the plan, Corporate Board members noted that relatively trivial matters can accumulate and lead to elements of dissatisfaction over time. Put simply, if students are happy across ICMP this will translate positively in the NSS, and conversely. ICMP has focus groups to drill into student satisfaction areas.

NEDs commented on the difficulty of identifying a causal link between action taken by ICMP and the correlation with the NSS and recommended that it might be best limit the number of actions. Other providers could be engaged in dialogue to see how they have achieved good NSS results.

DECISION: The Corporate Board **ENDORSED** the National Student Survey action plan.

5. Quality Improvement Plan 2018-19

The Dean explained that the 2018-19 plan was being closed with only one item rolled over due to covid-19 and one item incomplete which was no longer relevant. It was noted that this constituted good performance in meeting the provisions of the plan.

DECISION: The Corporate Board **ENDORSED** the QIP 2018-19.

6. Self-Evaluation Document 2019-2020 and QIP 2020-21

The Dean explained that the report had been recently finalised and that AcBo had received it in draft, with final approval given by Chair's action at AcBo to evaluate the previous cycle and set out the quality improvement plan for the current cycle. The SNED commented that the QIP and SED were very clear and helpful documents.

DECISION: The Corporate Board **ENDORSED** the SED 2019-20 and QIP 2020-21.

7. Access and Participation Plan report

The Registrar and the Access & Participation Plan Manager joined the meeting

The Registrar and APP Manager introduced themselves and explained their roles at ICMP.

The CE reminded attendees that the Corporate Board had approved the overall APP and received two updating reports against the plan in 2020.

The Registrar explained that the plan had been approved for the full duration with additional OfS reporting requirements. He outlined the process that each year data was analysed and areas of emerging concerns scrutinised and objectives reviewed; resulting recommendations were discussed at the APP Committee and presented to AcBo which looked at success against the measures and identified where action should be focussed before presenting recommendations for Corporate Board approval.

As there was nothing new emerging no new targets were required at present. Consequently, the plan is appropriate. The APP Manager cited an example of an issue recently considered as part of the review process: it had been raised in relation to bursary reviews to ensure that they achieve what is intended, providing support to students before rather than after assessments, with appropriate adjustments made.

The Registrar outlined the engagement of the student voice in the APP process and the significant contribution made by the Student Advisory Group at the heart of planning and implementation at ICMP, drawing on lived experience to ensure that the needs of target groups are met.

DECISION: The Corporate Board discussed the rationale presented, **APPROVED** the decision not to apply for a variation to the Access and Participation plan and **APPROVED** the following resolution:

Based on the annual review of our data, the Access and Participation Committee made the following recommendation to the Corporate Board: The Access and Participation Committee felt it was not necessary to apply for a variation of ICMP's approved access and participation plan – to reflect new targets or measures at this time.

The Access and Participation Committee is clear that our current objectives encompass our greatest areas of gaps and there is not yet sufficient evidence from evaluation of our current activity to justify the need to do so. Additionally, we have considered the disaggregation of our data and feel that any new insight identified does not justify a revision of the plan.

The Registrar and the APP Manager were thanked for their contribution and left the meeting.

8. Tenure extension of Academic Board (AcBo) Non-executive members

The Dean explained the role of non-executive members on AcBo, the senior academic authority at ICMP and a subsidiary to the Corporate Board. Three such members sat on the AcBo and contributed a beneficial external perspective and skills and helped to avoid any insularity. An extended tenure for 12 months (in accordance with the rules) will avoid disruption during the DAPs process for two current members who had been heavily engaged in the DAPs process to date and wanted to remain involved.

DECISION: The Corporate Board **APPROVED** the extension of tenure of two AcBo non-executive members until July 2021.

The Chair commented that he had observed AcBo meetings which provided a robust discussion forum. The Chair requested that ICMP continues the previous practice in April 2020 of Corporate Board members meeting with AcBo members. **ACTION: TH**

9. Student Governor updated

The Dean reminded the Corporate Board of previous discussions on this matter, noting that student representation and engagement is comprehensive across ICMP, including

senior student representatives holding regular meetings with ICMP's senior leadership team, and that the one area still to be resolved in the governance structure was representation at Corporate Board level. Legal advice however was clear that shadow director status would attach to any student representatives on the Corporate Board.

DECISION: The Corporate Board **AGREED**

- As an interim position, that the incumbent Student President continues to meet regularly with Corporate Board in lieu of a student governor.
- That the Student Governance Working Party reconvenes and investigates practice and precedent from other HE providers with similar corporate structures.
- In addition, the Chair requested that NEDs met student representatives informally over lunch as soon as this was possible when current restrictions were lifted.

10. Chief Executive's report, including Finance & Marketing

The Chief Executive's report was presented and discussed, together with presentations from the Marketing Director and Finance Director.

11. OfS Compliance with conditions of registration

The CE provided a brief update on the current process.

DECISION: The Corporate Board **AGREED** that the established process of annual reporting on all conditions of registration should be continued for the current cycle.

12. Graduate outcomes report including Student retention, achievement and success

The Dean presented a report on non-continuation and other elements of retention, achievement and success. He said that graduate outcomes were a developing area in the regulatory landscape and that ICMP will come under increasing pressure and it was therefore appropriate to continue to strengthen the Registry to provide the necessary support to effectively manage performance. It was noted that ExCo and QBR will keep close scrutiny of the relevant metrics and action plans.

The Corporate Board noted ongoing discussion on risks, responsibility and actions.

13. Strategic Risk register

The strategic risk register was presented and discussed.

14. Report on Board appraisals

The Chair thanked colleagues for participating in the appraisal process and the report was noted. Actions were discussed with some carried over from last year which it had not been possible to achieve because of the pandemic. The CE said that all effort will be made to achieve all objectives in the coming 6-12 months.

15. Plans for Board awayday date and agenda

The Chair commented that the virtual awayday in 2020 had been successful but that it was hoped that the Corporate Board could meet in person in 2021. The CE said that ICMP had a provisional booking at the preferred Surrey venue on 24-25 May 2021. Should it not be possible to meeting in person alternative provisions will be made. The Chair and CE will draft a strategic agenda before 31 April which will include an external speaker and have the strategic plan as a cornerstone.

Any suggested topics to be notified to the CE.

ACTION: ALL

- 16. Executive Committee report & minutes**
Noted
- 17. Academic Board report & minutes**
Noted
- 18. Remuneration & General Purposes Committee report & minutes**
Noted
- 19. Health, Safety and Security report**
Noted
- 20. Student welfare report**
Noted
- 21. Annual student casework report**
Noted
- 22. Prevent report**
Noted
- 23. Quality Assurance and Enhancement report**
Noted
- 24. Degree Awarding Powers update report**
Noted
- 25. Report on ongoing OfS registration condition D – Financial Viability and Sustainability 20/21 submission**
Noted
- 26. Notification of changes to the OfS Register – ongoing condition E4**
Noted
- 27. Provision of information to the OfS - ongoing condition F3**
Noted

28. Other business

28.1 Strategic Plan

The CE reported that, as the strategic plan was in its final year, it was appropriate for the Corporate Board to sign-off the current plan and develop a new strategic plan for the forthcoming five-year period. This process will now commence with a view to finalising and launching the new plan from October 2021.

28.2 Health, safety and security and student wellbeing

Corporate Board members noted that the HSS committee will review its remit and annually produce a security report and a health, safety and wellbeing report.

28.3 Reappointment of Senior NED

DECISION: Following due process and the exclusion of MD from the meeting for this item, with **unanimous approval MD was reappointed as SNED** and Chair of RGPC for a second three-year term to June 2024.

28.4 Appointment of new NED

Corporate Board members had received a briefing note on the proposed new NED and many had met the candidate in person and commented favourably on her skills and experience in the industry at the forefront of popular music. She had an ability to provide good connectivity and helpful connections for the student body, provide challenge and bring a fresh approach which will be of great benefit to ICMP.

DECISION: Following due process and the exclusion of AD from the meeting for this item, with **unanimous approval AD was appointed as NED** subject to completion of relevant checks and documentation.

29. Date of next meeting – 22 April 2021

redacted for publication

Outstanding Matters arising from Corporate Boards reported at, and including from, CB meeting on 28 January 2021

Point	Action to be taken	Target date	Action by	Success indicators	Report to	Date complete	Status and Evaluation
2. 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	JM	Vfm report presented	Chair		For April 2021
3.CB1 2020/21	A more detailed and strategic report on graduate outcomes will be presented to the CB with action plans.	January 2021	TH/AF	Report on graduate outcomes presented	Chair		RS and TH to meet. To be updated in April 2021
11. CB2 2020/21	The Chair requested that ICMP continues the previous practice in April 2020 of Corporate Board members meeting with AcBo members.	Q2 2021	TH	Meeting between CB and AcBo	Chair		New action
13.CB2 2020/21	Any suggested topics for the awayday to be notified to the CE.	April 2021	ALL	Awayday agenda created	Chair		New action