

**CONFIRMED v REDACTED**

**MINUTES OF THE CORPORATE BOARD MEETING HELD ON 27 JANUARY 2022  
AT 10:00 AT 1B DYNE ROAD**

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The Institute  
of Contemporary  
Music Performance

**PRESENT**

**CORPORATE BOARD MEMBERS**

Chair (DB)  
Non-Executive Director (AD)  
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**

Deputy Registrar, Corporate Board Secretary (SJ)

**IN ATTENDANCE [via Teams]**

Non-Executive Director (RS)

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

Student President (JPO)  
Student Vice President (KY)  
Registrar/COO (HAR)  
Head of Human Resource (OB)

**APOLOGIES**

None

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

- 1.1. The Chair welcomed everyone to the meeting including the Deputy Registrar and Corporate Board Secretary (SJ), Student President (JPO), and Student Vice-President (KY).
- 1.2. There were no apologies noted.
- 1.3. No specific conflicts of interest were noted.
- 1.4. The Board noted it was quorate to proceed.

**1.5. Session with the Student representatives**

- 1.5.1. The Chair welcomed the Student Officers to the meeting and introduced the session. The Student Officers were handed the floor to put forward their thoughts and concerns to the Board members.
- 1.5.2. The Student Officers informed the Board that the Awareness In Music (AIM) initiative has been launched and the feedback from students has been positive. The AIM initiative presented by the Student President and Equality, Diversity, and Inclusion Officer aim to raise awareness of EDI matters. The Student Officers also note that students are responding positively to the launch of ICMP's Zero Tolerance Policy.
- 1.5.3. The Student Officers queried whether more needs to be done to support staff in supporting students with specific mental health, disability or EDI concerns. A Board member reported that a number of staff have recently engaged in Mental Health First

Aid training and this is due to be rolled out further across the teams. It was also agreed that Student Officers should be offered this training.

**Action:** Board Secretary to raise Student Officer MHFA training with Student Engagement Officer and HR.

- 1.5.4. It was noted that the Student Services Team are equipped to support a range of disabilities both in the classroom and across the organisation. Additionally, HR are putting together plans for staff training, specifically from an EDI perspective.
- 1.5.5. The Student Officers provided an update on the Student Societies and a number of social events that have been arranged.
- 1.5.6. The Student Officers also noted ongoing discussion with ICMP staff on additional support and induction events for international students.
- 1.5.7. The Student Officers spoke of the upcoming student society events, master classes and social activities and noted that these support in the building of an ICMP community and provide a sense of inclusion.
- 1.5.8. A Board member asked if the Student Officer are seeing an increase in mental health disclosures. The Student Officers reported that they were, and students are being more open to raise and discuss.
- 1.5.9. The Chair asked if the Student Officers had any reflections on the response to the pandemic and any practice that should be continued. The Student Officers noted that there is a benefit to joining meetings via Teams and being able to access lecture recordings. The Student Officers also noted that the investment in Canvas had been recognised. A Board member noted that moving forward, ICMP will retain some elements of the online provision, however, as a face-to-face institution, this will be an added benefit instead of a replacement. Online provision will be an enhancement to the existing curriculum.
- 1.5.10. The Student Officers noted the launch of the National Student Survey and offered to support with the promotion of it.
- 1.5.11. A Board member noted the ongoing development of a programme of engagement between the Board and Students. It was intended that a group of students will meet with the Board in April.
- 1.5.12. The Student Officers spoke of the benefit of speaking directly with students to gather feedback.
- 1.5.13. The ongoing DAPs consultation was noted.
- 1.5.14. The Chair thanked the Student Officers for their engagement.

*JPO and KY left the meeting*

## **2. Previous Minutes and matters arising**

- 2.1. The minutes of the meeting held Thursday 14 October 2021 were confirmed as a true and accurate record of the meeting subject to a minor correction in item 8.

**DECISION:** The minutes were approved as a correct record of the meeting on 14 October 2021 pending a minor correction.

**DECISION:** Following 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 14 October 2021**

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		Ongoing – Update due in April  Value for Money operational plan and Financial Regulation Framework presented under item 6 below.
2. CB3 2020/21							
3. Away Day June 2021	A digitised asset list will be compiled and reconciled, with maintenance and depreciation included in the operational plan, within the next year.	April 2022	JM/PW /HaR	List in place	CB		Ongoing – Update due in April
4. Away Day June 2021							
5. Away Day June 2021	The CE will complete the actions arising from appraisals and revise the action table.	Oct 2021	PK	Action table updated	CB	Jan 2022	Complete – on agenda
6. CB1 2021/22	TH to organise a meeting between the Corporate Board non-executive Directors and the AcBo independent members prior to the April 2022 Corporate Board meeting.	Jan 2022	TH	Meeting arranged	Chair	Jan 2022	Complete – Bi-annual event that has now been included on schedule of business.
7. CB1 2021/22	PK to clarify with the Deputy Registrar whether members of Corporate Board sub-committees should be co-opted in the first instance pending formal	Jan 2022	PK	Process clarified	Chair		Ongoing – Proposal to be submitted in April.

	approval or whether this could be left to the discretion of the sub-committee Chair.						
8. CB1 2021/22	How to connect ICMP provision with value-added employment outcomes? Case studies and analysis required.	Apr 2022	PK/TH	Case studies built	Chair		Ongoing – Update due in April
9. CB1 2021/22	Review action plan for non-continuation, with a view to making more targeted action sooner in the process and developing greater understanding of the reasons for dropping out.	Jan 2022	TH	Plan reviewed	Chair		Complete – on agenda
10. CB1 2021/22	Develop 3-year non-continuation position to understand the ‘shape’ of progress in the area of non-continuation and identifying specific pandemic-related issues.	Jan 2022	TH	Data analysed/presented	Chair		Complete – on agenda
11. CB1 2021/22	Present update against high level Dashboard at January 2022 meeting	Jan 2022	PW/TH /HAR	Dashboard progress presented	Chair		Ongoing – Dashboard presentation delivered, however, dashboard also needs recruitment data.
12. CB1 2021/22	Present progress report against NSS and non-continuation at each Corporate Board meeting for foreseeable future.	Jan 2022/ongoing	TH/PK	Report presented and included as standing item on agendas	Chair		Complete – Now a standing item on the agenda.

### 3. Chair's actions.

- 3.1. The Board noted that the Annual OfS Prevent Report was **approved**.
- 3.2. The Board noted that the Annual OfS Financial return was **approved**.
- 3.3. The Chair thanked the Finance Director and Head of Student Support for the detailed and high-quality papers.

## ITEMS FOR APPROVAL

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### 4. NSS Action Plan

- 4.1. The Board received and noted the NSS action plan. It was noted that the action plan was discussed and approved by Academic Board. The Board supported the thematic approach.
- 4.2. The Board discussed whether this should remain as an item for approval. It was agreed that the Schedule of Business will be amended, and this item will be for noting going forward.

**DECISION:** The Board **approved** the NSS action plan.

**ACTION:** Board Secretary to update the Schedule of Business and move NSS action plan to items for information.

### 5. Quality Assurance and Enhancement

- 5.1. The committee received and noted the annual Self-evaluation document (SED) and Quality Improvement Plan (QIP)
- 5.2. Following on from the NSS action plan themes (item 4) a Board member queried whether Learning Resources should also be considered as a theme. TH acknowledged that three key themes were identified to streamline the action plan. This does not discourage future improvements elsewhere.
- 5.3. A Board member requested clarification on the non-continuation data presented. It was noted that this percentage is the number of students that have progressed.
- 5.4. The Board discussed whether this item needs to remain as an item for endorsement. It was agreed that the Schedule of Business will be amended, and this item will be received for noting going forward.

**DECISION:** The Board endorsed the SED and QIP.

**ACTION:** Board Secretary to update the Schedule of Business and move SED and QIP to items for information.

### 6. Finance Documents

#### 6.1. Financial Regulations and Policy Document

- 6.1.1. The committee received the financial regulation and policy document.
- 6.1.2. It was noted that this document has been received and discussed at AuCo and comes to Board with recommendation for approval.
- 6.1.3. The Chair thanked the Finance Director for the high-quality paperwork.

**DECISION:** The Board **approved** the Financial Regulations and Policy Document.

#### 6.2. Value for Money Operational Plan

- 6.2.1. The committee received the Value for Money operational plan.
- 6.2.2. It was noted that this document has been received and discussed at AuCo and comes to Board with the recommendation for approval. It was noted that the operational



## **10. Annual Programme Monitoring Data**

- 10.1. The Board received the annual programme monitoring data report. It was noted that this is the current reporting mechanism and will be superseded by the dashboard.
- 10.2. A Board member asked for clarification on the 80% threshold and how this relates to other providers. It was noted that this is an internal metric that is closely aligned to the national average. It was noted that at module level, where satisfaction is below 80%, action is taken to investigate the issue.
- 10.3. Board members requested for the data to be represented via the dashboard.

**ACTION:** Dean to arrange programme monitoring data to be presented via the dashboard.

## **11. Regulatory Student Outcomes**

- 11.1. The Board noted and received the paper outlining ICMP's non-continuation and graduate outcomes performance. The Board noted the details around the ongoing work with respect to non-continuation and the work of the Student Engagement Working Group.

## **12. Report on Board Appraisals**

- 12.1. The Board received and noted the report on Board Appraisals. Members confirmed the report was an accurate summary.
- 12.2. The Board was directed to Appendix 1, previous actions outstanding. The Board noted that challenges presented by the pandemic however, the outstanding actions are now progressing.
- 12.3. The Board discussed what more can be done to support the industry NED and acknowledged that there is more work to be done.

## **13. Board away day**

- 13.1. It was noted that the Board away day will take place Wednesday 22 – Thursday 23 June 2022. Board members were requested to send agenda items and recommendations for external speakers to the Chief Executive.
- 13.2. A draft agenda will be presented at the April meeting.

## **14. Board engagement with staff, students and calendar of events**

- 14.1. The Board received and noted the proposed schedule of events for Board members to attend. Non-executive Board members were keen to engage and would welcome advance notice of key events.

*HaR was welcomed to the meeting*

## **15. Programme Health Dashboard**

- 15.1. The Chair welcomed Registrar and COO to the meeting. The Board received a presentation on the newly developed *ICMP Dashboard*. The function of the dashboard is to monitor the performance of ICMP and its programmes. It was confirmed that the metrics are aligned to the OfS metrics to not only monitor the health of programmes but also ensure compliance with the ongoing conditions of OfS registration.
- 15.2. The anticipated launch date is September 2022 to align to the quality and governance cycle.
- 15.3. The Board supported the development of the dashboard and thanked the Registrar and COO and Business Intelligence Analyst.

**16. Access and Participation Update Report**

16.1. Board members requested that this item be moved to ‘for discussion’. The paper was presented by the Registrar and COO and has been submitted with endorsement from AcBo and ExCo.

16.2. The Board noted that a revised APP plan will need to be submitted and approved due to three amendments to the original proposal:

[REDACTED]

- A review of the bursary scheme has been undertaken,
- There is staffing that should have been included in the existing plan.

16.3. It was acknowledged that there is a lot of anticipated change going forward with the new APP Minister.

16.4. The Board support the recommendation to submit a revised investment plan to the Office for Students.

**17. Update on OfS consultation on student outcomes and TEF**

17.1. The paper was presented by the Registrar and COO. It was noted that the Office for Student has launched a number of consultation on the student outcomes and TEF and this paper provided an overview of the key points.

[REDACTED]

*HaR left the meeting*

*OB was welcomed to the meeting*

**18. HR Responsibilities**

18.1. The Chair welcomed the Head of Human Resources to the meeting. The Board received a presentation on the HR responsibilities of the Corporate Board.

[REDACTED]

18.3. It was noted that ICMP is compliant with legislation with respect to equality, diversity and inclusivity. A board member noted the positive comments from the student



meeting earlier. Members of the Board will be invited to attend the EDI conference in June. The Board discussed the annual EDI report and the Head of HR provided clarification on a number of points.

18.4. The Board noted that the appointment and succession planning of the Chief Executive sits with the Board.

18.5. The Board noted its responsibilities with regards to appraisals.

#### *OB left the meeting*

[REDACTED]

**Action:** [REDACTED]

#### **ITEMS FOR INFORMATION**

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##### **20. Subcommittee Business**

- 20.1. Executive Committee report and minutes
- 20.2. Academic Board report and minutes
- 20.3. RGPC report and minutes
- 20.4. Audit Committee report and minutes

##### **21. Health, Safety & Security Quarterly report**

- 21.1. The Board received and noted the Health, Safety and Security reports.

##### **22. Quality Assurance and Enhancement report**

- 22.1. The Board received and noted the Quality Assurance and Enhancement report.

##### **23. Safeguarding and Prevent quarterly monitoring report**

- 23.1. The Board received and noted the quarterly Safeguarding and Prevent monitoring report.

##### **24. DAPs Transition Group update report**

- 24.1. The Board received and noted the ongoing actions from the DAPs transition working group.

##### **25. Report on OfS Registration Conditions**

- 25.1. **Report on registration condition A1 - APP Plan**

25.1.1. The Board received and noted the report on registration condition A1.

**25.2. Report on registration condition D - Financial viability and sustainability**

25.2.1. The Board received and noted the report on registration condition D.

**25.3. Report on registration condition E1 - Public interest governance**

25.3.1. The Board received and noted the report on registration condition E1.

**25.4. Report on registration condition F4 - Provision of information to the DDB**

25.4.1. The Board received and noted the report on registration condition F4.

**25.5. Report on registration condition G2 - Compliance with T&Cs of financial support**

25.5.1. The Board received and noted the report on registration condition G2.

**26. Governance Review**

26.1. The Board noted that preparation for the external governance review is underway. It is expected that an update report will be provided in April.

**ANY OTHER BUSINESS**

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**28. Date of next meeting:**

Thursday 28 April, 2022. It was noted that the meeting will commence at 09:30 with the Student Officer meeting and a programme of activities will be scheduled for the afternoon.

*The meeting concluded at 13:00*

**Matters arising from Corporate Board meeting on 27 January 2022**

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2. CB3 2020/21	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]		[REDACTED]
3. Away Day June 2021	A digitised asset list will be compiled and reconciled, with maintenance and depreciation included in the operational plan, within the next year.	April 2022	JM/PW /HaR	List in place	CB		Ongoing – Update due in April
4. Away Day June 2021	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]		[REDACTED]
5. CB1 2021/22	PK to clarify with the Deputy Registrar whether members of Corporate Board sub-committees should be co-opted in the first instance pending formal approval or whether this could be left to the discretion of the sub-committee Chair.	Jan 2022	PK	Process clarified	Chair		Ongoing – Proposal to be submitted in April.
6. CB1 2021/22	How to connect ICMP provision with value-added employment outcomes? Case studies and analysis required.	Apr 2022	PK/TH	Case studies built	Chair		Ongoing – Update due in April

7. CB1 2021/22	Present update against high level Dashboard at January 2022 meeting	Jan 2022	PW/TH /HAR	Dashboard progress presented	Chair		Ongoing – Dashboard presentation delivered however, dashboard also needs recruitment data.
8. CB2 2021/22	Board Secretary to raise Student Officer MHFA training with Student Engagement Officer and HR.	April 2022	SJ	Student Officer training arranged	CB		New Action
9. CB2 2021/22	Board Secretary to update the Schedule of Business: <ul style="list-style-type: none"> <li>• move NSS action plan to items for information.</li> <li>• move SED and QIP to items for information.</li> <li>• move Report on registration condition E4 and F3 to items for information.</li> </ul>	Jan 2022	SJ	Schedule of Business updated	CB	Jan 22	Complete – Schedule of Business updated.
10. CB2 2021/22	Dean to arrange programme monitoring data to be presented via the dashboard.	April 2022	TH	Dashboard presented	CB		New Action
11. CB2 2021/22	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]		[REDACTED]