



Board of Trustees

MINUTES

Wednesday 31st July 2024, 9am.

Hybrid meeting

Members present: Terence Jagger (TJ) Chair of the Board - Virtual (Items 5 - 10)
Martin Hitchin (MH) Vice-Chair of the Board (Acting Chair for the meeting)
James Newby (JN) President and Chief Executive Officer (CEO)
David Hughes (DH) Trustee
Jon Emmet (JE) Trustee
Marc Leppard (ML) Trustee
Yasmin Ali (YA) Trustee - Virtual
Daniel James (DJ) Elected Student Trustee
Graeme Ferguson (GF) Elected Staff Trustee

In attendance: Professor David Oloke (DO) Chief Academic Officer
Robert Jenkins (RJ) Finance Director
Samantha Lewis (SL), Director of People and Operations
Nicola Murray-Fagan (NMF) Director of Student Recruitment and Marketing for Item 7
Anthea Parker (AP) Director of Infrastructure & Projects for items 12 and 14
Emma Lewis, Head of Quality Assurance (EL), Acting Company Secretary

Apologies: Nicholas Lieven (NL) Trustee
Chris Courtney (CC) Trustee
Aimee Clark (AC) Trustee – Approved absence

1 Welcome

Noted:

- I. Welcome to all members and apologies for absence noted.

2 Declarations of Interest

- I. There were no declarations of interest or variations to the register.
- II. There were no related party transactions declared.

3 Minutes and Action Log | Lead Emma Lewis

- A. The minutes from 5 June 2024 meeting were deemed to be a true record and approved.



- B. Action log: EL to confirm with NMF whether details of the November 2024 celebratory event had been circulated to Trustees and then this item can be marked as closed. Other items were either covered on the agenda or due for consideration at the October 2024 meeting.

APPROVED – Minutes from Meeting held on 5 June 2024

4 Chair's Business | Lead Martin Hitchin

- A. MH informed members that one initial interview for a potential new Trustee had been held, and the candidate will be going forward to meet with the Chair. Two further candidates have applied and will be interviewed.
- B. It was confirmed that Elena Liqueste has formally resigned from their role as a Trustee.
- C. MH updated the Board that AC will be returning from their approved absence to rejoin the October 2024 meeting, and that YA has agreed to join Audit and Risk Committee.
- D. TJ confirmed that they will be standing down from the Board after the 2025 graduation ceremony meaning that the April 2025 meeting will be their final meeting.

5 Chief Executive Officer's report | Lead James Newby

BD.24.06.02 CEO report July 2024

- A. JN highlighted the changes that have already been announced by the new government, including the introduction of a new body "Skills England" with a remit to oversee and co-ordinate upskilling and adult learning in the UK. Their work will include review of the current apprenticeship levy which could make new funds available for non-apprenticeship training and upskilling and offer potential opportunities for NMITE in relation to training and skills provision.
- B. A new interim Chair of the Office for Students had been appointed, who also completed the recent review into the work of the OfS; this highlighted a number of areas in which the regulator could enhance its work in the sector.
- C. MH noted that at a recent Chamber of Commerce meeting, the Chamber had mapped its work against the stated aims of the new government and suggested this might be a useful exercise for NMITE. JN confirmed that this work is already underway informally at NMITE and it was suggested that this could be considered at a future Board meeting.
- D. Redacted [Not for Publication]
- E. JN noted that most of the students from the 2109 cohort who will be completing their programme in August 2024 have secured graduate level employment, and a co-ordinated marketing campaign to highlight their achievements has been mobilised.
- F. Redacted [Not for Publication]
- G. Redacted [Not for Publication]
- H. Redacted [Not for Publication]
- I. Redacted [Not for Publication]



- J. Redacted [Not for Publication]
- K. Redacted [Not for Publication]
- L. Redacted [Not for Publication]
- M. Redacted [Not for Publication]

Actions:

- Redacted [Not for Publication]
- Redacted [Not for Publication]
- Redacted [Not for Publication]
- Redacted [Not for Publication]

Responsible

- JN
- ML/CoSec
- JN/MH
- JN

Deadline

- 5/8/24
- Sep 2024
- 2/8/24
- Autumn 2024

6 Fundraising Update | Lead James Newby

BD.24.06.03 Fundraising Update

- A. Redacted [Not for Publication]
- B. Redacted [Not for Publication]
- C. Redacted [Not for Publication]
- D. Redacted [Not for Publication]
- E. YA noted it was useful to see the role of corporate partnerships detailed in the report and how these can be leveraged to provide ongoing support to NMITE.

The Director of Student Recruitment and Marketing joined the meeting.

7 Student Recruitment | Lead Nicola Murray-Fagan

BD.24.06.04 Student Recruitment Update July 2024

- A. Redacted [Not for Publication]
- B. Clearing is open and in its early period, with key activity taking place on and after 15 August when A level results are released. NMITE has seen a dip in performance compared to last year, but this is mirrored across the HE sector where a change in general clearing activity is apparent. It was noted that clearing will be particularly challenging across the sector this year as Higher Education Institutions strive to increase undergraduate recruitment to compensate for a fall in international recruitment.
- C. A range of recruitment and marketing activity is being undertaken to support clearing, including promotion of the graduate employment success stories from the Pioneer Cohort.
- D. ML asked about what measures could be taken to boost recruitment during clearing, and whether subsidised rent or additional bursaries would help. NMF noted that finance does not tend to be a driving factor in relation to boosting recruitment during clearing; a health



check of all marketing undertaken in the last few weeks in support of clearing is being undertaken to ensure any quick wins can be exploited.

- E. MH asked if there was information on why potential applications decided against NMITE. NMF noted that NMITE's location and the potential risk associated with a new institution were often cited as reasons student chose not to apply to NMITE; an increase in graduate success stories and the accreditation of the degree programmes will be key mitigation factors for the latter point.
- F. Redacted [Not for Publication]
- G. MH asked about the gender balance in student recruitment, as this is not currently at the level NMITE is aiming for. NMF noted that multiple factors impact in this area; the "Empower Her" campaign is aimed at boosting recruitment of female students, and activity with schools and Colleges to promote engineering at NMITE is also underway.

The Director of Student Recruitment and Marketing left the meeting.

8 Finance Report | Lead Rob Jenkins

BD.24.05.05 Management Accounts Month 11

- A. Redacted [Not for Publication]
- B. Redacted [Not for Publication]
- C. Redacted [Not for Publication]
- D. Redacted [Not for Publication]

9 NMITE Budget 24-25 | Lead James Newby/Rob Jenkins

BD.24.06.06 Budget Papers

- A. Redacted [Not for Publication]
- B. Redacted [Not for Publication]
- C. Noted that 10.1 provides a reworked forecast of student recruitment numbers showing lower intake numbers each year and that the Strategic Plan needs to be reworked on the basis of these numbers.
- D. Redacted [Not for Publication]
- E. Redacted [Not for Publication]
- F. Redacted [Not for Publication]
- G. Redacted [Not for Publication]



Actions:	Responsible	Deadline
Redo budget on the basis of recruitment of 55 students in September 2024	JN/RJ	August 2024
Arrange Board meeting to approve Budget at start of September 2024	CA	Sep 2024
Investigate longer term options to support NMITE's financial sustainability	JN	Autumn 2024

10 Pay Award/Cost of Living Proposal I Lead Samantha Lewis

BD.24.06.07 Cost of Living Pay Award Proposal

- A. Redacted [Not for Publication]
- B. Redacted [Not for Publication]
- C. Redacted [Not for Publication]

Actions:	Responsible	Deadline
Cost of Living increase to be reviewed once Budget approved	SL/CA	September 2024

APPROVED – ADDITIONAL 1 DAY ANNUAL LEAVE FOR ALL STAFF

11 Student Liaison Update I Lead Dan James

Verbal Update

- A. DJ provided a verbal update from the Student Liaison Group, and noted the results from the National Student Survey, particularly the positive score for how accessible academic staff are to students.
- B. Feedback from the different cohorts had highlighted a few areas of concern, with the impact of individual students not pulling their weight during teamwork project being an issue raised by many students. DO noted that this is an ongoing area of discussion within the academic team, particularly the need to re-emphasise to students how they can use the existing teamworking strategy to raise such issues within the assessment process.
- C. DJ noted that students have raised issues around lack of clarity from RELO around confirming contract dates for accommodation at Eign Gate, as well as wider dissatisfaction with communication from RELO. SL noted that there is an Eign Gate working group and communication is one of the issues they are looking to improve.



- D. DJ updated the Board of several successful events organised by the Students Union, including a recent paintballing afternoon.

The Director of Strategic Projects and Change joined the meeting for items 12 and 14 which were taken in sequence during the meeting, but are recorded in the minutes in agenda item order.

12 Graduation Planning Update | Lead Anthea Parker

BD.24.06.08 Graduation Planning Update

- A. NMITE's first graduation ceremony will be held on the 10 May 2025 at Hereford Cathedral, and a graduation planning committee has been established, with staff and student representation. It was noted that over 100 acceptances having already been received for the event and that approximately 25 students will be graduating at the ceremony.
- B. AP updated the Board that, as the first MEng graduates complete their programme of study at the end of August 2024, an additional event is being held in autumn 2024 for these students to keep the momentum going in the lead up to the May 2025 ceremony.
- C. DH asked about whether the ceremony would involve a procession; AP noted that robing would take place at the Green Dragon and that the details of the procession to the Cathedral are being considered by the Graduation Working Group.

13 Academic Update | Lead Professor David Oloke

BD.24.06.09 Chief Academic Officer Report

BD.24.06.10 Academic Council Update report July 2024

CAO Report

- A. Stage 2 approval in the programme development process has been completed for MEng Mechanical Engineering and BSc Construction Management, with these programmes now open to applications for September 2025 entry.
- B. An on-line monitoring visit by the Office for Students as part of monitoring during NMITE's New Degree Awarding Powers Probationary period took place on 15 July, and academic governance meetings were also observed by the OfS assessment team on the 24 July. The OfS report from the visit should be received in mid-September.
- C. Redacted [Not for Publication]
- D. Redacted [Not for Publication]
- E. YA queried the low participation rates on recent iterations of the TED courses; DO noted that the team are looking at developing more flexible hybrid modes of delivery for these courses, as this form of delivery has worked better in relation to recruitment.
- F. Redacted [Not for Publication]



- G. ML asked about the alignment of activity in the CAO report with NMITE's Strategic Plan, whether plans and activity would benefit from being RAG rated and how the assessment of value vs cost/effort is carried out on all activity. DO confirmed that all planned activity is linked to the Strategic Plan and assessments of viability of planned partnership working is always carried out before resources are committed to any work.

Academic Council Update

- H. The report from the recent Academic Council meeting held on the 24 July, which was observed by the Office for Students as part of their annual NDAPs monitoring activity, was noted.

14 Risk Register | Lead **Anthea Parker**

BD.24.06.11 Risk Register

- A. AP introduced the report and noted that there have been no changes to the high- risk areas identified on the register. The change in government means some uncertainty over HE policy, but early indications are that the strong skills focus could be of benefit to NMITE.
- B. Redacted [Not for Publication]
- C. JN noted that in 26/27, on the basis of planned student recruitment, there may be more demand for student accommodation that NMITE can meet; noted that NMITE will not be able to offer the current guarantee of accommodation to all 1st year students from September 2025 onwards. It was agreed that the Risk Register should be modified to reflect this; MH suggested that accommodation could be a topic for more in-depth review at a future ARC meeting. (Noted that a paper on teaching accommodation has been considered at Finance and Resources Committee.)

Actions:

Modify Risk Register to reflect 26/27 pinch point in student accommodation

Responsible

AP

Deadline

Autumn 2024

The Director of Strategic Projects and Change left the meeting.

15 Audit and Risk Committee Update | Lead **Mark Leppard**

BD.24.06.12 ARC Update

- A. ML introduced the report from the recent meeting and noted that all the main issues from the meeting were covered on the Board agenda.



16 Finance and Resources Committee Update | Lead Jon Emmet

BD.24.06.13 FRC Update

A. Redacted [Not for Publication]

17 AOB | Lead Martin Hitchin

A. There were no items of any other business.

The next meeting to be held in person on 2nd October 2024 9am

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