



Board of Trustees

MINUTES

Wednesday 4th June 2025, 9am.

Via Teams - Blackfriars Campus

Members present: Jesse Norman (JNo) Chair of the Board
Martin Hitchin (MH) Vice-Chair of the Board
James Newby (JNe) President and Chief Executive Officer (CEO)
David Hughes (DH) Trustee
Jon Emmet (JE) Trustee
Timothy Bell (TB) 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
Anthea Parker (AP) Director of Infrastructure & Projects
Chib Alexander (CoSec) Company Secretary

Apologies: Yasmin Ali (YA) Trustee
Chris Courtney (CC) Trustee
Aimee Clark (AC) Trustee
Marc Leppard (ML) Trustee

1. Welcome

Noted:

- I. JNo welcomed members.

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 CoSec

- I. The minutes from 9th May meeting were deemed to be a true record and approved.
- II. Action log to note when items passed to committees will be reported to the Board.

APPROVED – Minutes from Meeting held 9th May 2025



4. Chair's Business | Lead Jesse Norman

- A. JNo raised the nominations of three new trustees by Regeneration Partners Hereford: Julian Drinkall, Bill Jackson, and Natasha Rothbucher-Thomas. JNo provided an introduction to each candidate and outlined the potential benefits they could bring to NMITE. It was noted that NMITE would also be recruiting further Board members, including for the Vice Chair position, through an open recruitment process. JNo highlighted the need to strengthen academic representation within the Board and to undertake a broader review of Board skills and requirements.

New Trustee Appointments - APPROVED

- B. GF referred to the Chief Academic Officer post and asked if this was also Board appointment. Members clarified that the CAO position was not a trustee role and therefore not a member of the Board but that traditionally Trustees had been invited to take part in the recruitment process.
- C. Redacted [Not for Publication]
- D. JNo formally extended thanks to all those involved in the recent graduation event, with particular appreciation expressed to AP for leading the project. Trustees commended the hard work, preparation, and delivery of a fantastic day and celebration.

5. Risk Register | Lead Anthea Parker

BD.25.06.07 NMITE Risk Register

- A. AP reported that there had been no significant changes and that the financial sustainability and Student Recruitment targets remained high risk rated. However she noted, there were positive signs in student recruitment, with offers continuing to be made and firm confirmations being received.
- B. Redacted [Not for Publication]
- C. Redacted [Not for Publication]
- D. TB asked if figures were available for the number of current and prospective students who had secured accommodation and how many still required rooms for September. AP responded that Student Services were actively gathering this data. Members noted that while current student requests for space at Eign Gate were known, the situation for prospective students was still evolving, with more applications coming in. JNo requested further information on prospective candidates, including the schools they were coming from, their geographic origins, and specific accommodation needs to enable future accommodation planning.
- E. AP noted that efforts were being made to reduce estates costs and that options were being pursued for the Eigngate space to generate additional and stable income.
- F. Redacted [Not for Publication]

Actions:

Responsible

Deadline



Student recruitment update to include information on what schools prospective candidates are coming from, where in the country, and what are the expected Accom needs

AP

July-25

Update on Ground floor of Eign Gate building and prospective occupants.

6. Finance Report | Lead Robert Jenkins

BD.25.06.03 NMITE Finance June 25 paper

BD.25.06.03a Cashflow Forecast V2

- A. Redacted [Not for Publication]
- B. RJ reported that NMITE's submission to the DfE had been completed and that a meeting with DfE was scheduled for the following week, which NMITE had proactively offered given that this was the institution's first submission.
- C. Redacted [Not for Publication]
- D. Redacted [Not for Publication]
- E. Redacted [Not for Publication]
- F. Redacted [Not for Publication]
- G. Redacted [Not for Publication]
- H. Redacted [Not for Publication]
- I. Redacted [Not for Publication]

Finance and Resources Committee Update

- A. The report from the recent Finance and Resources committee meeting held on 20th May 2025 was taken as read.

7. NMITE Budget Update | Lead Robert Jenkins

BD.25.06.04 NMITE 25.26 Budget Report

- A. Redacted [Not for Publication]
- B. RJ summarised the tuition fees, noting that the target remained at 100 students. RJ reported that the STEM uplift figure was lower, as it operated on a 12-month lag and was based on the 2024/25 intake.
- C. Redacted [Not for Publication]
- D. Redacted [Not for Publication]



- E. RJ noted that NMITE would need to review and find a use for the downstairs portion of Eign Gate, which could offer further commercial income opportunities not currently included in the budget.
- F. JNe provided Trustees with an overview of how the budget figures had been developed internally, including collaboration with departmental leads and a process of rigorous scrutiny. He highlighted a sense of collective ownership across the organisation, particularly in the areas of outreach and student recruitment. JNe emphasised that this was a one-year budget and that a more in-depth review was anticipated in 2026, particularly regarding academic leadership and staffing structures.
- 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]
- N. Redacted [Not for Publication]
- O. Redacted [Not for Publication]
- P. JNo highlighted the local economic impact of recruiting students from the region, particularly those living at home, and noted that NMITE's accelerated course structure offered overall cost savings for students compared to traditional three-year programmes.
- Q. Redacted [Not for Publication]
- R. Redacted [Not for Publication]

Actions:

Review/reconciliation of the Budget against final student numbers

Responsible

RJ/JNe

Deadline

Oct-25

8. Student Liaison Update | Lead Timothy Bell

Verbal Update

BD.25.04.04a Plan 1.0 v2.3 Jan 25 Variance Analysis

- A. TB informed members that the NMITE Student Union elections had been completed, with three of the four positions filled. The Student Liaison Group had met, and TB noted the positive feedback received regarding the "closing of the loop" on issues previously raised by students.



- B. TB reported that he felt there had been a positive atmosphere within his cohort. He noted that Student Services were in contact with students who had indicated they "might not return" in September. DO added that NMITE continued to raise awareness among students about the differences between NMITE and a more traditional university, he noted could create friction due to the accelerated pace of the course. JNe noted that the leading cause of attrition was academic failure. Individual cases were being reviewed and Leave of Absence was offered where appropriate.
- C. JNo asked whether students in TB's cohort were exploring employment opportunities. TB noted that some students had partly chosen NMITE because of the potential for improved employability. JE added that when he graduated, there had been a booklet listing graduates and the jobs they had secured. Members recalled hearing about this at graduation and questioned whether this was now being captured for marketing purposes and to promote employment outcomes for NMITE graduates.

9. Executives Report | Lead James Newby

BD.25.06.05 CEO report to the Board of Trustees

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

10. Academic Update | Lead Professor David Oloke

BD.25.06.06 Chief Academic Officer Report

BD.25.06.06a AC Summary report March 2025

CAO Report

- A. DO provided an update, noting the work that had been dedicated to the NDAPs visit and that the agenda for the visit had been received by the team. DO acknowledged the contributions of Mary, Emma and Lucy, along with the wider academic team. DO reported that NMITE was on track and fully expected a positive outcome from the monitoring visit.
- B. DO noted that NMITE is working on developing internal KPIs and Degree Outcome statement.
- C. Redacted [Not for Publication]
- D. Redacted [Not for Publication]
- E. MH questioned previous programme development planning, and the relative success achieved for the Mechanical Engineering, and asked whether there was medium- to long-term portfolio planning in light of the time required to develop new programmes. DO noted that NMITE was working within the scope of NDAPs and was reviewing small variances in current programmes and delivery to assess short-term part-time options. However, broader portfolio development would be considered in longer-term planning.



Academic Council Update

- A. The report from the recent Academic Council meeting held on 5th March 2025 was taken as read. Agreements and approval of awards taken by Academic Council were noted.

11. NMITE Governance | Lead CoSec

BD.25.06.07 Policy Review

BD.25.06.07a Governance Effectiveness proposal

BD.25.06.07b Proposal from AHEP

- A. JNe noted that the OfS was closely reviewing management of Governance, following recent sector fines.
- B. Trustees reviewed and approved the Offensive Weapons Policy, Student Contracts 23-25 and Student Contracts 25-26.
- C. CoSec noted, following the earlier discussion, that NMITE needed to remain within the original NDAPs timeline. She confirmed however that the governance review could be delayed by six months and remain within the timeline committed to under NDAPs. The Board reviewed the Governance Effectiveness Review proposal, with a delay to February 2026, and agreed in principle to the timeline, pending further tenders.

12. AOB | Lead Jesse Norman

- A. Redacted [Not for Publication]
- B. JNo highlighted that this meeting marked MH's final attendance as a Board member. Members expressed their sincere gratitude to MH for their unwavering dedication and service to NMITE. MH reflected on an extraordinary six years and noted that the recent graduation had been an emotional and memorable occasion. MH stated it had been a pleasure working with NMITE. JNo further noted that MH had recently renewed their commitment to NMITE by re-subscribing to the Employer Pledge.

The next meeting to be held In Person, 25th July 2025 9am