



Board of Trustees

MINUTES

Friday 9th May 2025, 11am.

In Person – 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
Yasmin Ali (YA) Trustee
Chris Courtney (CC) Trustee
Aimee Clark (AC) Trustee
Marc Leppard (ML) 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
Chib Alexander (CoSec) Company Secretary

Apologies: Samantha Lewis (SL), Director of People and Operations
Anthea Parker (AP) Director of Infrastructure & Projects

1 Welcome

Noted:

- I. JNo welcomed members.

2 Declarations of Interest

- I. There were no declarations of interest or variations to the register.
- II. Redacted [Not for Publication]
- III. There were no related party transactions declared.

3 Minutes and Action Log | Lead CoSec

- I. The minutes from 26th February meeting were deemed to be a true record and approved.

APPROVED – Minutes from Meeting held 26th February 2025



4 Chair's Business | Lead **Jesse Norman**

- A. JNo thanked all members who were involved in the vice chairs committee and stated his wider thanks to all Board members for their involvement in the financial resolution. Members agreed that the committee has now discharged its obligation and approved the dissolution of the vice chairs committee.

Dissolution of the Vice Chairs committee - APPROVED

5 Risk Register | Lead **Anthea Parker**

BD.25.04.05 NMITE Risk Register

- A. Redacted [Not for Publication]
- B. YA requested an overview of NMITE's estates management requirements. ML noted that this will be included in a forthcoming ARC deep dive. JNe added that small-scale investments are being made to manage emerging issues and maintain compliance. However, that the current approach remains more reactive than preventative due to limited resources.
- C. Redacted [Not for Publication]
- D. Redacted [Not for Publication]
- E. Redacted [Not for Publication]

Actions:

Review and update NMITE's risk register in light of evolving sector risks.

Responsible

AP

Deadline

July-25

Audit and Risk Committee Update

- A. The report from the recent Audit and Risk Committee meeting held on 11th March 2025 was taken as read.

6 Executives Report | Lead **James Newby**

BD.24.04.02 Executive Summary report

- A. JNe informed members that the student recruitment growth remained positive.
- B. JNe updated members on recent sector developments, noting the release of the OfS Sector Sustainability Report on 8 May, which had been circulated. JNe noted that the domestic student recruitment environment remains highly competitive. Members noted that while NMITE is not currently impacted by potential changes to international student



visa rules, due to low overseas student numbers, changes may further intensify competition for domestic applicants.

- C. JNe highlighted encouraging trends in student numbers, supported by increased PR activity, outreach, and a rise in both direct entry and local applicants, which improves engagement and likelihood of conversion. JNe added that outreach efforts now extend to the local UTC, further strengthening the recruitment pipeline. An increase in local student interest was noted as a positive trend.
- D. JNe reported that Herefordshire Council had cancelled further plans for student accommodation in Herefordshire, likely due to uncertainty over occupancy levels. Members agreed this presented an additional risk and challenge for accommodating growing student numbers.
- E. Redacted [Not for Publication]
- F. JNe informed members that the OfS has informed NMITE of its intention to extend NMITE's NDAPs period. JNe outlined the rationale provided by the OfS, citing sector-wide pressures and a shift in OfS priorities towards financial sustainability across the sector. JNe noted that this extension has been applied to all institutions currently under a probationary period.
- G. Redacted [Not for Publication]
- H. Redacted [Not for Publication]
- I. Redacted [Not for Publication]
- J. Redacted [Not for Publication]

Commercial income

- A. Redacted [Not for Publication]
- B. YA questioned the current view of CPD among existing academic staff. JNe acknowledged that there are mixed levels of support, and that CPD activity adds pressure on staff, posing a risk to morale. JNo asked whether relationships with the academic team had improved over the past three months. JNe confirmed that clearer expectations and defined responsibilities have led to improved morale and a greater sense of ownership among staff.
- C. JNe noted that utilising available Government grants and re-delivery of existing CPD programmes would help contain costs and reduce demands for 2025/26. However, additional CPD development will be necessary to keep the offer current and aligned with NMITE's strategic goals and resources.

Actions:

	Responsible	Deadline
Paper outlining potential responses to OfS on NDAPs Delay	JNe	Jun-25
JNe to prepare a report highlighting the financial and strategic impact of the NDAPs delay	JNe	Jun-25



7 Academic Update | Lead Professor David Oloke

BD.25.04.03a Chief Academic Officer Report

BD.25.04.03b NMITE Programme Portfolio

BD.25.04.03c Academic Council Update report Dec 2024

CAO Report

- A. DO provided an update, noting that the NDAPs self-assessment has been submitted, with an in-person review scheduled for July. BO noted that despite the reported extension NMITE was taking a “Business-as-usual” approach to ensure milestones continue to be met.
- B. An IET accreditation visit was scheduled for September 25. A full submission is in progress, led by a dedicated team (PP and LS). YA queried whether this includes Mechanical Engineering. DO clarified that, based on IET advice, this will be addressed 12 months after the accreditation of the Integrated Engineering programme. It was noted a former Student Trustee, had registered as a professional IET member. JNo asked whether this and its benefits are being highlighted to students, DO confirmed that this is included in the STEPs Programme.
- C. DO noted the review of part-time offers and placements is being addressed under the broader programme development paper, with consideration given to the potential impact of any NDAPs delays.
- D. Redacted [Not for Publication]

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.
- B. Members noted that Academic Council had approved the addition of an external member –Professor Leanne de Main.

New Programme Development – Strategic Approach

- A. JNe highlighted the need for NMITE to align its review of future programmes with staff recruitment planning for 2026. This alignment will ensure that newly recruited staff are equipped to contribute effectively to future programme development and planning for the 2027 academic year.
- B. MH noted Partnerships advisory group has been resumed and reinvigorated and was providing some robust support to programme development

Redacted [Not for Publication]



- A. Redacted [Not for Publication]
- B. Redacted [Not for Publication]
- C. TB emphasised the value of developing well-rounded engineers with exposure to a range of sectors, guided by student interest and engagement. Members agreed on the importance of ensuring that applicants are aware of NMITE's sectoral partnerships.

Academic Advisory Board Proposal

- A. JNo introduced the report noting the expectation to recruit/ bring together respected and high-level academic experts to informally on strategic academic matters.
- B. Members noted that the Board itself has vacancies in membership regarding Academic specialism.

8 Finance Report/ Budget Update | Lead Robert Jenkins

BD.25.04.04 NMITE Finance Jan 25 paper

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

- A. Redacted [Not for Publication]
- B. Redacted [Not for Publication]
- C. It was noted that student distribution across courses must be balanced. Despite increased demand, the MEng programme may need to close due to limited studio capacity and staffing constraints. JNe noted that NMITE's financial model requires a full academic team per 30 students to remain sustainable but that efforts were ongoing to expand capacity within existing studio spaces.
- 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]

Finance and Resources Committee Update

- A. The report from the recent Finance and Resources committee meeting held on 15th April 2025 was taken as read.
- B. Redacted [Not for Publication]

Redacted [Not for Publication]

Actions:

Confirmation from Bank on use of NMITE overdraft

Responsible

RJ

Deadline

Jun-25

Report on key intervention dates/timeline of

RJ/JNe

Jun-25



9 Student Liaison Update | Lead Timothy Bell

Verbal Update

- A. TB reported that the NMITE Women in STEM Society recently held elections for new committee members and that Student Union elections were underway, with candidates actively campaigning.
- B. He also provided an update on student accommodation, noting that the extended application deadline for Eign Gate had supported returning students in securing housing. However, after engaging with local estate agents, TB highlighted the limited availability of single-room HMO (House in Multiple Occupation) rentals in Herefordshire.
- C. TB informed members that NMITE has a student team entered into an Unmanned Aerial Systems competition. The team has completed the aircraft design and is now in the prototyping stage. YA queried potential outreach opportunities; JNe confirmed the project is already being used for outreach and will feature at NMITE's stand at the Hay Festival.
- D. TB raised feedback from a third-year student representative who felt current careers advice is too generic and does not reflect the distinctiveness of an NMITE education.
- E. MH noted the success of employer pledges, citing REHAU's recent employment of an NMITE graduate, and highlighted the potential to build a wider pool of committed employers. Members discussed the possibility of mentoring schemes involving both recent graduates and local employers.

10 NMITE Governance | Lead CoSec

BD.25.04.06a NMITE Governance Handbook Jan 25

BD.25.04.06b Governance Effectiveness proposal

BD.25.04.06c NMITE Award of Honorary Titles Policy

- A. The Board reviewed and APPROVED the Final Governance Handbook.
- B. The Board reviewed the Governance Effectiveness Review proposal and agreed to defer the decision on appointment to June, pending greater clarity on NDAPs progression.
- C. Governance meeting dates to be circulated to Members following the meeting.
- D. Redacted [Not for Publication]

11 AOB | Lead Jesse Norman

- A. None raised.

The next meeting to be held Via Teams 4th June 2025 9am