

## Open Items Confirmed Minutes

<b>Meeting:</b>	<b>Board of Directors' Meeting</b>
<b>Date:</b>	<b>24 November 2025</b>
<b>Time:</b>	<b>1.00 pm to 3.00 pm</b>
<b>Venue:</b>	<b>Digital Suite, 7 Bedford Square, London WC1B 3RA</b>

Name	Designation
Andrew Manning (AM) – <b>Chair</b>	Non-Executive Director
Mark Levy (ML)	Non-Executive Director
Michiel Barnard (MB)	Investor Director
Riaan Jonck (RJ)	Investor Director (by Teams)

In attendance:

Name	Designation
Lauren Legroun (LL)	Acting Chief Executive Officer
Joan O'Mahony (JOM)	Principal
Sunmi Ayorinde (SA)	Deputy Chief Operating Officer
Luke Paramasivam (LP)	Chief Revenue Officer
Amanda Jeram (AJe)	Director of Admissions, Compliance and Risk Assurance
Niall Rogers (NR)	Head of Finance (from item 9.0)
Amadou Jammeh (AJa)	Staff Representative (by Teams)
Andreea Turvulet (AT)	Staff Representative
Muhammad Jawad (MJ)	Student Representative
Georgiana Ursachescu (GU)	Student Guild Executive Officer (attending in place of Alena Bakare)
Kate O'Neill (KON) – <b>Secretary</b>	Company Secretary

Absent/apologies:

Name	Designation
Alena Bakare (AB)	Former Student President
Shabnam Karim (SK)	Chief Operating Officer and Chief Financial Officer

PRELIMINARY ITEMS	
<b>1.0</b>	<p><b>Welcome, apologies and declarations of interest</b></p> <p>AM welcomed everyone to the meeting, noting it was MJ's first meeting as Student President, and reported that SK would not be attending. There were no declarations of interest to share.</p>

<b>2.0</b>	<p><b>Minutes for approval and Action Tracker/Matters Arising</b></p> <p>2.1 <u>Open Minutes from the Board meeting of 1 October 2025</u></p> <p>The Board reviewed the draft minutes from the 1 October 2025 meeting and approved the same, subject to reflection of one comment from JOM.</p> <p>2.2 <u>Action Tracker and Matters Arising from the Open Meeting of 1 October 2025</u></p> <p>The Board reviewed the action tracker and noted LL would arrange a meeting in due course with the new Student President.</p>
<b>3.0</b>	<p><b>Chair's Update</b></p> <p>AM confirmed no Chair's actions had been taken since the meeting of 1 October 2025.</p>
<b>STRATEGIC BUSINESS</b>	
<b>4.0</b>	<p><b>Principal's Report</b></p> <p>JOM provided an update, confirming her focus since the previous meeting had been on ensuring the validation arrangements with Birkbeck were bedded in securely. The Institute was working closely with the academic, administrative, and quality teams at Birkbeck ahead of marking, with two in-person policy and briefing meetings for staff scheduled in November and December. JOM expressed thanks from the academic team to the student leaders for their patience whilst marking was prioritised.</p> <p>As part of the Institute's commitment to enhancing education, an internal audit of academic quality had been undertaken with S&amp;W and a day long visit hosted in November. The report and any actions were awaited. ML asked how the internal audit programme was determined and how the budget was set for this. LL noted ARC had discussed the internal audit programme and a meeting was planned with the S&amp;W team to consider the forward plan, with AM in attendance.</p> <p>OfS had advised a quality and assessment visit would be undertaken and confirmation of timings for this was awaited. The Board asked when the next assessment for TEF was due and JOM advised OfS was considering timings. A consultation had been launched by the OfS regarding proposed major changes to the TEF, including a link between ratings and fees, with providers in receipt of a bronze rating ineligible for some funding. London Higher, of which the Institute was a member, would put together a response to the consultation.</p> <p>LJP and JOM had held a 4 day visit to India, with valuable insights gained.</p> <p>JOM expressed congratulations to the newly elected student representatives and Student President, noting a strong turnout rate for the Guild elections. Bloomsbury Radio had been shortlisted for an Independent HE award.</p> <p>MB asked for further information regarding Bloomsbury Radio and the costs of funding for this. LJP confirmed the costs consisted of one salary and certain overheads for day to day operations. Benefits of the radio included community outreach, brand building, opportunities with staff, external contacts and students. A review was being undertaken to identify how reach could be enhanced going forward, particularly with regard to student recruitment. JOM noted the role of the radio station in the approved APP and the work undertaken in respect of the APP by the radio organiser, GU noted the enhancements to student employability through work undertaken on the radio. The Board noted the value provided by the radio in enhancements to student experience and highlighted the need to identify recruitment and retention benefits.</p>

<b>5.0</b>	<p><b>Acting CEO's Report</b></p> <p>LL reported 3 returns had recently been submitted to the OfS, along with submission of a Prevent report. She noted a number of current gaps in personnel and gave thanks to those stepping up to fill colleagues' roles. Expansions were being made to the recruitment agent network in order to enhance diversity in the student body, [REDACTED].</p>
<b>ACADEMIC QUALITY AND THE STUDENT EXPERIENCE</b>	
<b>6.0</b>	<p><b>Student Guild Report</b></p> <p>The Board received and noted the Student Guild report. A new team of student representatives had been recently elected and events include graduation and student elections. LL asked whether the Guild received assistance from the Institute's marketing team and GU noted marketing involvement could be enhanced with support during events such as the election.</p> <p>The Board welcomed MJ to his first meeting as Student President and noted his motivation to stand for election was to positively impact student experience.</p> <p>MB noted the impressive array of activities hosted by the Guild through the year and asked how often the student council met. GU confirmed the council met monthly.</p> <p>The Board noted the importance of ensuring cohesion between students as recruitment is diversified in the future and further noted the work being carried out by the Guild to ensure cohesion between different student groups.</p> <p>GU delivered a report from AB, who was unable to attend, expressing her thanks for the opportunity to observe meetings as Student President, and to AJa, JOM, and academics within the business school for their dedication. The Board recorded thanks to AB for her outstanding service.</p>
<b>7.0</b>	<p><b>Academic Committee</b></p> <p>The Board received and noted minutes of the meeting of the Academic Committee held on 19 September 2025. JOM confirmed she had been appointed as Chair of the Academic Committee, and reported the meeting had, amongst other things, considered the external examiners reports, received the NSS results and agreed enhancement actions to address points raised. The Academic Committee had also agreed the attendance of an observer from Birkbeck at future committee meetings.</p>
<b>8.0</b>	<p><b>Academic Performance and Assurance Reporting</b></p> <p>JOM presented the Academic Performance and Assurance Report, noting a change in data and statutory returns personnel had led to late submission of the paper for the meeting. She advised JOM, AJ and SA would meet to map out form of reporting going forward and would confirm this with board. <b>Action – proposal for regular Board reporting templates to be reviewed by JOM, AJ and SA.</b></p> <p>JOM highlighted challenges in 2024 recruitment, but advised continuation rates were satisfactory overall with limited withdrawals due to academic mis-conduct (AM). JOM highlighted the substantial impact from some AM events where intake numbers were small.</p> <p>For undergraduate completion, rates remained low in those years where a foundation year had been offered. The new Leadership team were reviewing FY data and historic reporting. The Board highlighted concerns regarding undergraduate continuation and completion rates, noting the need for continued and sustained improvement.</p> <p>NSS results were strong and external examiners had made positive comments, noting the high quality of teaching and parity with the sector. The Institute had been re-accredited by Advance HE for 5 years, providing an external indicator of value. The Institute had a high number of Associate Fellows and Fellows for its size.</p> <p>JOM noted the challenges associated with working with three validating partners as well as the historic</p>

	<p>development of internal processes for the Institute’s DAP application. She highlighted that internal student surveys were working well and provided assurance of quality of provision as well as the potential for enhancements. 100% policies had been reviewed within the previous two years and most were reviewed in the last year.</p> <p>JOM noted the report had not yet gone to the Academic Committee and confirmed the Board would be notified in the event of any matters arising from the Academic Committee review which required escalation.</p>
<b>9.0</b>	<p><b>Student Recruitment and Admissions Update</b></p> <p>LP provided an update on student admissions, reporting work had been undertaken to diversify the student body, open new markets and reactivate previous business. JOM and LP had visited India and agents had also been onboarded at ICF Berlin, with foundations being built for future recruitment. For domestic recruitment a target [REDACTED] had been set for the February intake and a substantial number of agents onboarded in the past few weeks. The relationship with Birkbeck as validating partner enhanced appeal for students.</p> <p>MB asked what practices had changed in the recruitment team since the previous meeting and LP advised more rigorous processes for onboarding had been introduced, with consistency in contracting, interviews for all agents and work to check agent track record. This increased confidence that agents would be able to deliver from leads.</p> <p>NR joined the meeting.</p> <p>The need to attract high quality and diverse students was noted, and the likely benefits to continuation and completion rates were highlighted. [REDACTED] applications had been received from international students and [REDACTED] students were expected for the February intake, with good uptake in new markets. Some issues had been experienced with new application management software, which were being addressed. The need to ensure the Student Guild was updated on new student numbers was noted. <b>Action - LP/AJe to ensure Student Guild are notified of student numbers for February intake.</b></p>
<b>AUDIT AND RISK</b>	
<b>10.0</b>	<p><b>Prevent Risk Assessment</b></p> <p>The Board noted the Prevent lead remained absent. AJe had stepped in as interim Prevent lead and the return had been submitted.</p>
<b>11.0</b>	<p><b>Access and Participation Plan KPIs</b></p> <p>The Board received and noted the APP KPIs. Progress had been made on most of the objectives and a new plan put in place.</p>
<b>12.0</b>	<p><b>Audit and Risk Committee Terms of Reference</b></p> <p>The Board received and reviewed the updated terms of reference for the Audit and Risk Committee, to expand the committee remit to include Finance matters, with ML as Chair and AM additional member of the committee. It was noted the CUC code of practice provided ARC and finance committees should be separated with different membership to ensure the audit committee retained the ability to challenge the finance committee. This guidance had been considered, and the remit and membership of the committee would remain under review with a view to separating the financial role at the appropriate time. However, due to the current Board size and composition, it was considered appropriate for the Institute to depart from the CUC guidance in this respect for the time being. It was further noted the CEO would attend committee meetings.</p> <p>Having considered the draft revised terms of reference IT WAS RESOLVED to approve the draft, subject to updating AJe’s job title. <b>Action - KON to update FARC terms of reference to reflect change to AJ job title</b></p>

FINANCIAL AND CORPORATE	
<b>13.0</b>	<p>The Board noted there were no financial reports to be considered at the meeting.</p> <p>LL confirmed the OfS interim financial return had been submitted and the team was working towards the final return, with management accounts being built out to support this. AM highlighted the need for the Institute to be a financially sustainable business.</p>
NOMINATIONS AND GOVERNANCE	
<b>14.0</b>	<p><b>Board and Committee meeting cadence</b></p> <p>The Board considered and approved a proposal to move to quarterly board and FARC meetings for 2026, noting additional extraordinary meetings would be convened as appropriate. JOM would consider any appropriate revisions to the Academic Committee meeting cycle to reflect the change in meeting cadence.</p>
<b>15.0</b>	<p><b>Director training and development</b></p> <p>The Board received and noted a paper regarding training opportunities for board members and it was agreed available directors would attend Advance HE Higher Education Governance training in April 2026. AM reported he attended meetings for HEI Chairs hosted by the OfS and confirmed he would circulate details of topics covered at those meetings to the Board.</p> <p><b>Action – KO to register available directors for 15 April Advance HE training</b></p>
<b>16.0</b>	<p><b>ECCTA Update</b></p> <p>KO noted the introduction of new Companies House requirements regarding verification of director identity and asked all directors to register and share their unique code to facilitate future Companies House filings.</p> <p><b>Action - Directors to register with Companies House and send code to KO for future filings</b></p>
COMPLIANCE AND REGULATION	
<b>17.0</b>	<p><b>Access and Participation</b></p> <p>AJe noted compliance matters had been covered in the meeting and in the ARC meeting. She highlighted enhancements to UKVI compliance processes and advised a mock UKVI audit had been conducted by the UKVI consultant with positive feedback received.</p>
<b>18.0</b>	<p><b>H&amp;S Report</b></p> <p>The Board received and noted the annual Health and Safety Report, noting the level of detail in reporting would be reviewed by JOM, AJe and SA alongside other board reporting.</p>
POLICY AND DOCUMENT APPROVAL	
<b>19.0</b>	<p>SA presented the updated Student Protection Plan for approval, noting only a limited update had been made to reflect the relationship with Birkbeck. The Board highlighted the need for a full update of the SPP, including risk ratings and it was agreed this review would be conducted with an updated version of the plan to be brought back to the Board for approval in due course. Having considered the draft IT WAS RESOLVED to approve the updated Student Protection Plan.</p>
ANY OTHER BUSINESS	
<b>20.0</b>	<p>ML noted directors had previously been asked to attend a staff meeting which had been postponed and confirmed he could attend future staff and student events, subject to availability. JOM noted the staff meeting would be held in the New Year and an invitation would be extended to directors. <b>Action –</b></p>

	<p><b>JOM/LL to arrange all hands staff meeting and invite directors to attend.</b></p> <p>MB reported he had attended an AI conference and had been struck by the speed of development and pace of change in this area. He encouraged development of a module on AI to be offered to all students. JOM recognised the importance of AI and confirmed the curriculum had been updated to embed AI, reflecting employers' desire to ensure students had acquired a critical approach to AI and were able to use technology in a safe way. She noted the challenge in encouraging student attendance for additional sessions outside course requirements. It was agreed JOM would consider the introduction of a further optional module and report back to the next Board meeting. <b>Action - JOM to give consideration to introduction of an optional module for all students on AI and report back to next Board meeting.</b></p> <p>LL highlighted work undertaken by educational technology providers and confirmed she would arrange meetings with JOM and edtech providers. <b>Action - LL to arrange meetings for JOM with FutureLearn, edX and Coursera</b></p>
<b>NEXT MEETING</b>	
<b>21.0</b>	Meeting date TBD