



**Board of Directors
Minutes
Date: 16 July 2025
Time: 16.30 BST
Location: Teams**

Attendees	
Board Members Professor Mary Stuart (Chair) Professor Paul Willman Mr Nitish Jain Mr Neil Puri Mr James Southgate	
In attendance Dr Kim Soin Mr Gaurav Jain Ms Marion Lowe	
1.	Welcome, announcements and apologies
	Apologies were received from Mr Tyagarajan and Ms Pagni but the Chair confirmed that the meeting was still quorate.
2.	Declarations of conflict of interest
	There were no declarations of conflict of interest.
3	Approval of previous Minutes
	The minutes from the meeting held on the 30 April 2025 were approved as an accurate record.
4	Matters arising
	It was noted that the OfS had requested an extension to the NDAPs probationary period for two years to ensure that the School was ready to undertake the final assessment and for the OfS to be able to manage its workload. The School had suggested an extension of nine months and this had been agreed in principle. It was noted that the extension would not have any impact on students.
5.	Matters for decision
a	Financial Statements The Board received the financial statements and accounts along with the Letter of Representation, the External Audit Management letter and the letter of parental guarantee. Mr Southgate, chair of the Audit and Risk Committee confirmed that the they had been scrutinised and approved by the Committee. He reported that the auditors had raised several process and control points which had been discussed. It was recognised that as a new entity processes were still developing and that there was a new team in Finance and that management had committed to resolving the issues raised to ensure that controls were fit for purpose as the School grew. It had been agreed that an external review of the systems would be undertaken in six months to ensure that they were developing appropriately. The Board welcomed the fact that the School was improving its finances and the deficit had halved.

	<p>The Board approved the Financial Statements and Accounts for signature by the Chair of the Board and the Accountable Officer.</p>
b	<p>Access and Participation Plan</p> <p>The Board received the new Access and Participation Plan which had been drafted with the support of SEER which supported small and specialist institutions with plans and evaluations. It was noted that not all of the proposed objectives were in the plan as the School could only include those for which there was data. The other objectives were included in the whole provider approach to ensure that they were still taken forward.</p> <p>It was noted that the targets for students from IMD were above the national average which might not be achievable. It was agreed that this should be reviewed and delegated authority was given to the Chair to amend these in line with the discussion.</p> <p>The Board approved the new Access and Participation Plan subject to a review of the objectives for IMD intakes.</p>
6	Matters for discussion
a	<p>Risk Management Plan</p> <p>The Risk Management Plan was reviewed. It was noted that a deep dive into recruitment was planned.</p>
b	<p>Annual report from the Audit and Risk Committee</p> <p>Mr Southgate presented the report and the Board noted the opinion of the Committee and that controls were still in development and at a level to be expected given the maturity of the organisation. It was noted that it would need to keep this under careful review but that an internal audit function would be appropriate in the future but not at this stage.</p> <p>The Chair thanked the Committee for its work.</p>
c	<p>Annual report from the Dean on Teaching and Learning</p> <p>The Dean introduced the report and stated that the Learning and Teaching Enhancement Plan had been updated in line with the new strategic plan. The Board noted the work that was ongoing to ensure an excellent academic experience informed by student input and also the work on employability, links with industry and the introduction of the AI tutor. The Global President reported that S P Jain Global had now introduced an AI tool to help students with their job preparation which was enabling success in a shrinking market.</p>
d	<p>Annual report from the Academic Board</p> <p>Professor Willman introduced the report, stating that the Academic Board functioned well and attendance was always good. It had reviewed its effectiveness through a review of the Terms of Reference and some changes had been recommended as a result, some of which was to ensure effective delegation to sub-committees and the Academic Board taking an oversight role. The Chair thanked the Academic Board for its report and noted that it was essential for the Board of Directors to have confidence in its work in quality and standards.</p> <p>The Board approved the changes to the Academic Board terms of reference.</p>
e	<p>Annual report on Compliance with OfS conditions</p> <p>The Board noted the report. It was further noted that new conditions of governance were being introduced for new providers. Although these mainly followed established good practice, this issue would be reviewed to ensure that the School was ready as and when these were applied to all providers.</p>
7	Matters for information

a	NDAPs update The Dean reported that the recent OfS monitoring visit had gone well and that the assessors had reported that the students were very positive about their experiences. The visit had been very rigorous and the assessors had met staff and students, observed teaching as well as had access to all the evidence and recordings of key meetings. They had been appreciative of the innovative technology and recognised the improvements the School had made over the last year. They had raised some issues, mainly on how the School would maintain progress and these would be outlined in the report which was expected in September.
b	Recruitment and Marketing update The Business Development Manager gave an in depth report on the marketing and recruitment activities being undertaken by the School. The Board welcomed the range of activities and how the School was progressing. It also welcomed the 2+2 partnerships it was developing which would give it a secure pipeline of international undergraduate students.
8.	Committee updates
a	Academic Board The Board received the minutes introduced by Professor Willman.
b	Audit and Risk Committee Mr Southgate reported that the main item had been the Financial Statement.
9.	Any other business
a	There was no other business
Date of next meeting: 29 October 2025	

Approved items
Item 6a The Financial Statements and Accounts and the Letter of Representation
Item 6b The Access and Participation Plan subject to a review of the IMD target to be approved by the Chair