



**Board of Directors
Minutes
Date: 30 April 2025
Time: 16.30 BST
Location: Teams**

Attendees	
Board Members Professor Mary Stuart (Chair) Professor Paul Willman Mr Nitish Jain Ms Stephanie Pagni 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 Tiger Tyagarajan.
2.	Declarations of conflict of interest There were no declarations of conflict of interest.
3	Action since the last meeting It was noted that the Board had approved the appointment of Mr Tyagarajan as the S P Jain Global representative on the Board
4	Chair's announcements <p>The Chair informed the Board that although the referral of the School's Student Terms and Conditions to Trading Standards had been presented to the as helpful to its development, it had informed the SMT that it had decided to publish. Representations against this development had been made and a meeting was scheduled with the OfS shortly to discuss them. The Board would be informed once more information was available.</p> <p>The Chair reported that the OfS had approached the School about an extension to the NDAPs order which would mean that the probationary period would not end until 2027. This would be detrimental to the School's development and incur further costs, particularly opportunity costs. Although it was recognised that the OfS were short of resources, it was considered that a way should be found to accommodate this as well as the needs of the School.</p>
5.	Approval of previous Minutes The minutes from the meeting held on the 18 February 2025 were approved as an accurate record.

6.	Matters arising
	The COO confirmed that all actions had been undertaken or were otherwise on the agenda.
7.	Matters for decision
A	<p>School Strategy</p> <p>Following the discussion at the previous meeting, the Board received a revised strategy that had taken on board the points raised. It had also been the subject of consultation with the Academic Board and the Industry Advisory Board which had both endorsed the strategy. The AI developments to improve student performance were a key part of the strategy and Mr Jain reported that he wished to work with Schools in the UK to also offer disadvantaged pupils the opportunity to benefit from it. The Dean reported that Prof Willman had raised the question about the USP for the School's within the wider S P Jain Group. It was discussed that validation of S P Jain programmes when it received DAPs would give opportunities to award UK degrees and also about entrepreneurship and an eco-system for this. However, at this stage, the focus was on gaining DAPs and firmly establishing the School beyond the start-up phase.</p> <p>It was considered that the document was now much clearer and the Board welcomed the structure of pillars, goals and KPIs. It was agreed that progress should be reviewed on an annual basis with six monthly interim reports.</p>
B	<p>Compliance with new OfS condition on Harassment and Sexual Misconduct</p> <p>The COO introduced the review of the way the School intended to implement the new condition and a review of related policies to be compliant. It also noted that changes had been made to staff policies and procedures to ensure that the School was discharging its duties to staff to prevent harassment.</p> <p>In response to a question, it was noted that the School was not affected by the recent judgement by the Scottish courts in relation to biological sex did not impact the School currently. It was also noted that consideration of freedom of speech had been considered. Guidance from the OfS of the implementation of the Free Speech Act was awaited and it was anticipated that further changes would need to be made to policies at this point. It was further suggested that the Student Code of Conduct be reviewed in the light of the AI developments. It was agreed that the COO would undertake this and that the Chair would approve any further changes to the policy.</p> <p>The Board approved the changes to the policies to ensure the implementation of OfS condition E6 subject to the further amendment to the Student Code of Conduct to be approved by Chair's action.</p>
c	<p>Budget and financial forecasts</p> <p>The COO reported that amendments had been made to the budget received in February to take account of lower student numbers anticipated in June 2025. The rental charges had also been updated and it had been agreed that interest payments would only be levied once the School was in profit. With these changes, a breakeven position was still anticipated although it was noted that the student recruitment targets were ambitious. It was reported that any changes to the NDAPs period would not affect the 2025-26 budget.</p> <p>The Board approved the budget and the financial forecasts.</p>
8	Matters for discussion
a	<p>Risk Management Plan</p> <p>The COO reported that following a major revision in February, only minor changes had been made to the plan. The Audit and Risk Committee had reviewed the IT risk, noting that it was high but that a consultant had been appointed by S P Jain Global to enable it to gain ISO 27000 for cyber security. When this was completed, the risk rating would be reviewed again.</p> <p>The Chair suggested that at its next meeting, the Audit and Risk Committee review the geopolitical situation that might affect recruitment. Although these issues were beyond the School's control, it was considered that it would be good to have a discussion and review both the upsides and the downsides.</p>

b	Access and Participation Plan objectives The COO reported that School was required to submit a new Access and Participation Plan in accordance with the new guidance. The School was required to consider the OfS' Equal Opportunities Risk Register and work on issues it identified. It considered that the risks related to knowledge of S P Jain opportunities, attainment at School, access to study abroad opportunities and access to employment. The Board endorsed the identification of the risks and the strategic objectives to tackle these issues.
9	Matters for information
a	NDAPs update The Dean presented the Self- Assessment report which would form the basis of the monitoring visit at the end of June. Around 150 pieces had also been submitted to support it.
b	Recruitment and Marketing update The Business Development Manager reported that although the June intake would be lower than the initial target, there was growth and the team was now established and new agents had been onboarded. The School had also signed the agent Quality Assurance Framework pledge which required it to meet certain quality standards. In terms of the October intake, some GMBA students were deferring to this point as they wished to be part of a larger cohort and it was too soon for some MGB students to demonstrate their degree qualifications. There would be new students joining Yr 3 in September for the BBA from Dubai and some students also wanted to transfer into Yr 2. In addition, there was a vibrant UK domestic recruitment market with 25 acceptances and a large pipeline of offer holders. Recruitment for the Executive MBA had also picked up recently. Although the targets were ambitious, everything was being done to meet them. As well as recruitment, the Business Development Manager also pointed to the significant traffic on the website and an increasing social media following which was vital to encourage the pipeline of applications. The Board welcomed the report and considered that the team was doing an impressive job to encourage application activity in what was a difficult climate. The Global President also reported that the Masters in Family Managed Business had recruited 58 students for the first cohort and they had really enjoyed their time in London which augured well for the future as these cohorts were the highest revenue earners.
10.	Committee updates
a	Academic Board Professor Willman reported that the Academic Board had had an engaged debate about the strategy and hoped that it would be involved going forward.
b	Audit and Risk Committee Mr Southgate reported that the main item had been the Audit Plan.
d	Industry Advisory Board The Global President reported that two members had attended in person and endorsed the Strategy and also welcomed the AI developments.
10.	Any other business
a	There was no other business
Date of next meeting: 16 July 2025	

Approved items
Item 6a The School Strategy
Item 6b The following policies <ul style="list-style-type: none"> • Student Code of Conduct (subject to further changes approved by the Chair) • Guidance for dealing with unacceptable behaviour • Student Disciplinary Policy

- Student Complaints Policy
- Staff/Student Relationships Policy
- Staff Code of Conduct
- Dignity at Work Policy

Item 6c The Budget and Financial Forecasts