



Board of Directors

Minutes of the meeting held on 16th March 2021

Point Blank Music School - Zoom

In attendance

Jules Brookes – Director, Head of Provider, Chair
Andrew Gower – Non-Executive Director
Keith Harris - Non-Executive Director
Peter Black – Non-Executive Finance Director
Rob Cowan – Director, CEO
Anwar Hamad – General Manager, Clerk

Apologies

None

Welcome

- i. The Chair welcomed the members to the meeting.

Matters arising and adoption of previous meeting minutes

- i. There were no matters arising and the previous minutes were adopted.

Items for report and discussion

Head of Provider report

- i. The Head of Provider provided a summary of the discussion regarding the report from the Audit and Value Committee. This included the positive comments from the Non-Executive Directors about the School's performance during the pandemic.
- ii. The Head of Provider noted that there were many challenges and obstacles over the last year and the School is using two methods to measure success. The first

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method is tracking and analysing the number of students term by term which is an indication of how the School is currently doing. The other method is tracking recruitment and enrolments which is an indication of the future. The School's current success is not being taken for granted and the institution is constantly driving to ensure success in the future.

- iii. The General Manager provided an overview of the current recruitment activities, outlining who had joined the company since the last meeting as well as the roles the School is currently recruiting for. It was noted that all the positions discussed were new positions created due to the growth of the School and the drive to ensure that quality of the student experience remains high.
- iv. The CEO provided an update on the Penn Street expansion and a delay in the adverse possession claim for the entrance plans. The landlord is submitting new documentation to help with the claim but as an alternative option, the School is considering submitting another planning application with the entrance at the front of the building. If the School needs to progress with the alternative option then it will delay the expansion by three months, however the School has backup plans to increase classroom capacity and will move ahead with this option as an interim solution regardless of either outcome.

Review recommendations of Nomination and Remuneration Committee

- i. The Head of Provider gave an update on the discussion from the Nomination and Remuneration Committee and the Committee's endorsement of the adoption of the new pay spine, as well as the framework within which salaries will be decided moving forward.

Review of Academic Board report

- i. The Board discussed the proposal from the report regarding the Covid-19 exit strategy and the changes the School could make to the teaching and learning experience after the pandemic. The Non-Executive Directors suggested the institution should challenge its staff to think about what the best experience would be for students and what the most engaging ways of delivering each module would be. **The proposal of having an exit strategy was approved and the Executive Directors will meet with Head of Education and Development to discuss what the strategy will entail.**
- ii. The Board approved the report.

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Review of Executive Committee report

- i. The General Manager provided an overview of the company KPIs, how they were put together and how they will be monitored going forward.
- ii. The General Manager provided an overview of the draft budgets for each department and the Board discussed how the department budgets would be managed moving forward. It was agreed the Directors will review the proposal and management of the budgets outside of the meeting and the Board was informed how the departmental budgets would be managed moving forward.
- iii. The Head of Provider gave an update on the upcoming changes to the course provision, including the new Music Production and Vocal Performance degree, as well the revalidation of the existing programmes. For the new degree, the School is focussing on attracting current artists and performers to write and teach the course. Having a wide spread of talent will help make sure the programme appeals to all types of performers. It was noted that the start date of the new degree will depend on how the Penn Street expansion progresses. The Head of Provider also gave an update on the effects of moving into the fee cap category and how the accelerated two year course is fast becoming the most popular programme.
- iv. The General Manager provided an update on the wellbeing initiative for senior staff which involves working with a wellbeing / business coach.
- v. The Board approved the report.

Adoption of management accounts pack for Q4 2020

- i. The Board agreed to adopt the management accounts for Q4 2020.

Review recommendations of Nomination and Remuneration Committee

- i. Finalise alignment of the remuneration of senior managers to the Pay Framework
- ii. Implement a pay framework for remuneration of roles at all levels
- iii. Confirm whether the pay spine includes pension contributions
- iv. Set company strategic goals to feed into appraisal process
- v. Hold appraisals in February 2022

Review recommendations of Audit and Value Committee:

- i. To ensure regular updating of Risk Register

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Approval of dividend

- i. Salary and dividends were approved for payment as per budget and in accordance with the performance of the School.

Any of business

- ii. The Board approved the reinstatement of charitable donations that were deferred due the uncertainty of the Covid-19 pandemic.
- iii. The Board agreed to increase its diversity through the recruitment of a new member.

Actions Table

No.	Action	Deadline	Assigned to
1	The proposal of having an exit strategy was approved and the Executive Directors will meet with the Head of Education and Development to devise the strategy.	ASAP	Directors / Head of Education and Development



Jules Brookes, Director, Head of Provider, Chair