



Minutes - Board of Trustees

(The Central Executive Committee of the CIO)

Thursday, 17th November 2022. The meeting was held online.

Welcome, attendance and apologies

Chair: Helen O'Sullivan

Present: Shonagh Douglas, Maren Deepwell, Sharon Flynn, Natalie Lafferty, Kerry Pinny, Elizabeth Charles, Peter Bryant (arriving 10am), Puiyin Wong.

Apologies: Keith Smyth, David White, David Hopkins

Early Leavers: Sharon Flynn 11.30am

1. Welcome, attendance, apologies and New Trustees

The Chair welcomed everyone and set out the agenda for the meeting. Board acknowledged apologies from Keith Smyth, David White and David Hopkins. The chair extended a special welcome to Puiyin at their first board meeting.

2. Minutes of the last meeting and note minutes from the AGM 2022

Reviewed the Minutes of the last meeting held on 16th June 2022.

Trustees approved the minutes from the last meeting as an accurate record and noted minutes from the AGM.

3. Matters arising from the last meeting

The Board reviewed the report on matters arising from the last meeting and noted that all actions had been completed, awaiting external response or are to be covered elsewhere on the agenda.

4. Chief Executives Report

Maren Deepwell presents her CEO report covering the period July 2022 - early November 2022, the board noted this overall.

Strategic Progress

Since June ALT has achieved all strategic and operational priorities planned for Q2, which is a big achievement (and also testament to us managing our staffing shortage during this period effectively).

However, prioritising the success of the Annual Conference, which was mission critical, has meant that some priorities for Q3 onwards have not made as much progress as hoped.

Maren outlined the new strategic priorities as follows and provided an update on the progress:

- Increase access to Learning Technology expertise and professional development.
- Strengthen professional recognition for and representation of all Learning Technology roles across the communities we support.
- Provide pathways to accreditation for general practitioners, advanced professionals and leaders through our professional and ethical competencies framework.

Governance

Trustee Elections 2022 and induction for new Trustees

ALT's [AGM](#) took place successfully on 7 September. All resolutions were passed. We welcome new Trustees, Puiyin and David, who have now joined the Board. The induction process for new Trustees is now nearly complete.

Call to Get Involved

The annual Call to Get Involved closed in September. We had an excellent response, 54 in total. As part of our commitment to promoting Equality, Diversity and Inclusion (EDI) in ALT, we have implemented a new survey as part of the call to get involved. The data collected will help us learn more about member engagement and shape future steps in our efforts to increase EDI in ALT.

Charity Governance Review: outcome and actions

The following actions are ongoing:

- Action 1.5.2: Review [current MOUs](#) and consider alignment between ALT and other associations, specifically risks and benefits of MOUs.
Completed. The outcome of the review has highlighted a number of agreements which are out of date. As a next step ALT will contact representatives from organisations and update the agreements by the end of the year.
- Action 2.4.4: The charity is in the process of issuing micro-credentials to recognise the contribution of volunteers and we should expand this to all roles. *Action ongoing, due to be completed by the end of the year.*
- Action 4.5.5: Collate a list of all of ALT's policies and the date of last review as well as the date of the next review. *Action ongoing, due to be completed by the end of the year.*

The following actions were completed recently:

- Expand the Code of Practice for Trustees and the Code of Practice for Staff to formally include targets for Equality, Diversity and Inclusion.
- Establish an appropriate way to collect and collate data in line with data protection and privacy policies about ALT's volunteers and wider membership as well as stakeholder communities.
- Expand the Annual Report to Members, to include a dedicated section on Equality, Diversity and Inclusion and report to Members at least annually on our progress.

Taking action to deliver our EDI plan: we have now established a working relationship with Isha Sadiq, from Sereniti, our HR Advisors. Isha is working with ALT as an EDI Advisor helping us to put our EDI plan into action building on the outcome of the governance review.

Annual Survey

This year's Annual Survey, will invite Members to take part in EDI monitoring for the first time, and will include a separate questionnaire for this purpose.

The Annual Survey will also enable us to get updated feedback from Members about priorities and needs for 2023.

Strategic
Membership
Developments

Updated MOU with Ascilite

The MOU with Ascilite has been reviewed and updated and this is ready for formal approval by the Board. Our MOUs follow a standard format, and commit us to regular liaison and collaboration.

Action: formally approve the updated MOU.

Outcome: the board approved this without exception

New CMALT Mapping in collaboration with SEDA

ALT will be working closely together with SEDA, offering CMALT mappings to SEDA's Awards for Leading and Embedding Technology-Enhanced Learning, and the Awards for Supporting technology-enhanced learning.

ALT/ITN Collaboration recognised

Please find below the judges' comments, do feel free to use these in your marketing over the next 12 months, we just ask that you reference the Association Excellence Awards 2022:

"Innovative and timely partnership which is demonstrating the agility needed within and post pandemic" "Brilliant stuff and worthy of an award. Nicely written and informative submission. Thoughtful and obviously producing an impact." "A really impressive partnership with ITN, a high quality production that creates fantastic awareness of the advances in education technology; supporting members and presenting the ALT as a key voice and facilitator of change."

Outcome: the board noted this

Action: Maren to share the report when received.

Trailblazer Group for Apprenticeship standard for Learning Technology (CONFIDENTIAL)

Research and
Policy

ALT welcomes OfS Blended Learning Review

ALT published our response to the review.

https://www.alt.ac.uk/news/all_news/alt-welcomes-ofs-blended-learning-review

The board discusses how the event was very interesting with good discussions and it was great to see ALT represented in the space. Formalising the review gives power to people within organisations to drive change. In Scotland there is a new process where you have to highlight your approach to blended learning so although the review only applied to England it re-enforces and has a wider impact.

Health Education England

Maren represented ALT on a strategic development to broaden digital skills and use of education technology in the health education sector, led by ALT Member Organisation Health Education England.

Further to ALT's attendance at the three recent Ministerial Roundtable Webinars, a Optimising System Capacity, State of the Nation Project Proposal has now been drafted. See also <https://www.hee.nhs.uk/our-work/blended-learning>

Strategic risk management

Maren outlines specific risks that pose a strategic challenge.

1. **Changing context:** One of the risks Trustees identified through the strategic review is how the sector is changing, such as a growth in digital education rather than Learning Technology roles. In order to best represent our Members and recruit new Members, ALT needs to ensure that the way we represent ourselves reflects this changing context. The Board identified carrying out research as one strategy to get better oversight of how things are changing;
2. **Staff capacity:** There are a number of factors that continue to reduce our staff capacity and we are carefully monitoring individual risks and our approach to managing them. (See confidential staffing update.)

Outcome: the board noted this

Staffing and Restructure Update

(CONFIDENTIAL)

5. Financial Report and Pay Structure Review

Shonagh Douglas presented this report covering July 2022- November 2022.

In February AL projected to make a loss of £15k this year, accounting for the larger costs involved in returning to in person events whilst event income overall is still recovering.

As the outturn report by department shows, our events department has significantly improved this year, generating £180k in turnover (in comparison to less than half that the previous year). This is good news for ALT and validates our strategy to invest once again in face to face events.

Our income generation overall is on track, with three months of the year still to go. CMALT has suffered from staffing shortages and is a little below expectation, but we are making good progress now.

Expenditure overall is on track and ALT are carefully monitoring the impact of the cost of living crisis and the high rate of inflation.

It is expected that we are currently seeing a surplus on the overall balance as ALT usually generates less income in the last quarter. Projections have been revised for the year end from a loss of £15k to a much smaller loss of £3k.

Outcome: the board formally notes the finance report overall and the current financial position

Pay Structure Review (CONFIDENTIAL)

6. Operations Report

Kerry Pinny presented the operations report covering the period July 2022 - November 2022. There were no recommendations to the board in the report as the Events Report and Review handles all recommendations. The board noted this overall.

Operations

Quarters 2 and 3 review

Mission critical objectives majority 'On track' or 'Completed'.

One mission critical objective 'WordPress maintenance' 'needs critical action'.

All quarter 2 operational priorities have been delivered. Quarter 3

priorities have been delayed and deadlines have been amended to reflect the impact of staff absence. The team's focus had to be on delivering the Annual Conference which was mission critical.

Tasks related to the website have not progressed as hoped. The condition, size and complexity of the online estate has proved challenging. The reliance on the website for event registrations leaves few opportunities to undertake works. Steps to upgrade all systems are being taken but are progressing slowly.

Risk Management

Kerry outlines new risks including:

- Increased costs to events overall and specific services for Members
- Increased costs to the delivery of membership activities which may impact the fees for Members.
- The cost of working from home could have a detrimental effect on staff performance and retention.

The board notes the risks commenting on the squeeze at both ends due to the current costs crisis.

GDPR

Incident 2022/0001 - potential data breach investigated

An investigation has been completed and concluded that this is not a reportable data breach. No evidence can be found that the file has been accessed by anyone other than the Group Officers and ALT Staff team.

ALT are looking at the ways we share information to reduce any future risks.

Staffing (CONFIDENTIAL)

Membership

Member and Special Interest Groups updated handbook

A new version of the Member and Special Interest Groups (MG/SIGs) handbook was agreed and published in October 2022. The handbook has been expanded, highlights include a code of conduct for Officers, example roles and responsibilities and guidance on terms, resignations and appointments. The handbook also directs Groups to use ALT's platforms and infrastructure to host their documentation, events and communications. While the majority of changes do not have an

operational impact, the changes to events registrations have resulted in Administration Officers being more involved in the administration of Group events. The impact will be monitored and reviewed in 2023.

Publications **Blog**

The blog continues to publish at least one post a month, however, posts from the breadth of the Membership are not being received. To encourage new posts the Editors sent an email and an '[inspiration jamboard](#)' and plan to send an email encouraging submissions in November.

Research in Learning Technology

The RLT Journal's Scopus CiteScore for 2021 has seen an increase in citations with a CiteScore of 4.8 (compared to 2020's 2.6) and it is among the journals with the sharpest increase in 2021.

The board notes that the CiteScore going up is extremely positive as it will benefit the journal and attract more submissions.

Projects **AmplifyFE**

- The AmplifyFE project is progressing to plan with two key deliverables completed in September and October:
 - AmplifyFE Insights report, see <https://amplifyfe.alt.ac.uk/research/>
 - AmplifyFE Sector Audit, see <https://amplifyfe.alt.ac.uk/audit/>
- The project is now engaging with 1,800+ practitioners.
- Findings from the project will be disseminated at Online Educa in November 2022, presented by Emma Procter-Legg & Maren.

Operations
Strategic
Updates **Event platform partnership (CONFIDENTIAL)**

7. Membership and CMALT Report

Brought forward in the agenda

The membership report covered the period May 2022 - October 2022, the board note this overall, it contained the following recommendations:

- Increase membership fees across all membership types by 5%

Last year saw a record number of new organisational memberships. This year, recruitment levels have returned to previous levels, with 9 new organisations joining ALT to date. Post-pandemic there is slight reduction in retention for organisations however ALT are keeping an eye on this. While there is reduction in organisational renewals, it has increased individual membership numbers over last year's Q3 end.

Review of membership fees

ALT reviews its membership fees annually and now needs to consider an increase in membership fees across all membership types by at least 5%, to bring ALT's fee structure in line with inflation rates. An increase to organisational membership fees of 5% is comparable with other similar membership based organisations' fees (such as UCISA and SEDA) who have also increased fees by 5% and whose institutional fees exceed ALT's fee structure. Both these comparable organisations have considerably higher individual membership fees and SEDA charge a fee for Associate memberships. The suggested increase keeps in mind the balance of rising costs for ALT and affordability for members.

Outcome: Board approves 5% increase from February 2023 with promotion to give organisations the option to renew at the old price before 31st January 2023.

Amend: individual membership fee cost should read £64 not £645

CMALT

Group registrations for CMALT continue to come in steadily, new candidates have increased across all three pathways this year. There is a new 10 person CMALT cohort expected to sign up before the end of Q4. Associate CMALT registrations have seen a significant increase.

CMALT Assessments

Kerry provided the board with an update on the assessments including the following key points:

- Jan 2022 submission deadline was postponed to April 2022 to allow for the assessment backlog caused by the pandemic to be cleared
- Kerry Pinny also implemented a pilot scheme for Lead Assessors paid an honorarium, in order to help improve the assessment process
- The assessment process is now back on track as we proceed with more recently submitted portfolios.
- Overall the level of submissions has remained the same this year.

Outcome: The board noted this update.

8. Events Report and Events Review

Events Report

The Board noted the events report which covered webinars and conferences in the period between June 2022 and November 2022, including:

Annual Conference 2022

- Overall the event generated ~20% more revenue than was targeted.
- Most scholarships were awarded for the annual conference.
- The sponsorship income generation was slightly below target, however the exhibition income was well above target more than making up this shortfall. There were 23 exhibitors and 12 sponsors and partners.
- The feedback survey only had 10 responses out of 403 registrations representing 2.5% of delegates. Anecdotal feedback was positive. Negative responses received fell into two main categories of conference timing (being at the start of the academic year) and that the online offering was not substantial enough.

Events Review

Maren presented the Events review report outlining that the main purpose of the review is to ensure that ALT's events programme is more financially sustainable, aligns with strategic aims and values and meets Members' needs. The Board approved the review and its implementation for 2023 onwards, specifically:

Conferences

The conferences section contained the following recommendations:

- Continue to grow ALT's Annual Conference
- Trial OER23 in Inverness hosted by UHI, with the aim of 2 increasing in person participation again.
- Consider online only format for 2024 onwards if in person participation doesn't recover.
- Evolve the Winter Conference into a one day, online Winter Summit from 2023/24.

Webinars

- Members get free access. We aim to continue to offer free access to these webinars to all Members and to charge non-Members to attend. This will provide clear value for Members and encourage non-Members to join.
- Sharpen focus. We will set themes for the year and ask presenters to address specific topics to ensure that there is a clear focus and enhance quality.

Members Group Events

- Recommendation: Clear guidance. We will continue to reach out and support Members Groups Officers and monitor how practice is changing.
- Recommendation: review again in 12 months to see what the scale of online events is and how to resource support for this.

Special Interest Groups events

- Recommendation: Clear guidance. We will continue to reach out and support SIG Groups Officers and monitor how practice is changing.
- Recommendation: review SIGs and retire inactive SIGs.
- Recommendation: review activities and number of events run by active SIGs and report back to consider resource implication.

9. CMALT Course Consortium

Kerry briefly outlined this report, though acknowledged that time was running out.

In February 2022 ALT identified creating a CMALT course as a strategic priority for 2022/23. The CMALT Course aims to:

- Provide CMALT candidates with comprehensive guidance and any-time support that enables them to submit their portfolio for assessment with confidence.
- Adapt and improve existing CMALT resources based on candidate feedback and expert recommendations.
- Reduce the number of referrals on first submission and the associated administrative costs and delays to outcomes.

At present, the development of the course is a strategic priority without external funding and ALT has limited resources which can be drawn from existing CMALT income. Therefore, resourcing for ongoing administration and maintenance is limited to that existing within the ALT staff team currently. Unless funding is secured, the consortium's scope will need to be focussed on a MVP.

To ensure the course is delivered on time, is sustainable and maintainable, the minimum viable product will be: *An asynchronous, unfacilitated online course based on ALT's existing resources which candidates can complete within no more than 4 weeks.*

Project funding strategies

These could be:

- A community led approach
- Partnership
- External Funding/Sponsorship

Action: Trustees to review report and feedback through email or other preferred channel on the Funding and this will be picked up at the next GPC (15th December), to give this due consideration.

Action: Maren to add CMALT to agenda for 15th December

Note: Put discussion items earlier in the agenda in future meetings to give them due time

10. AOB

No other business.

Close of meeting

Next meeting: 16 February 2023 - in person meeting