



**BOARD OF DIRECTORS  
ACTIONS AND KEY DECISIONS OF THE MEETING**

<b>Meeting Date and Time:</b>	Thursday 1 <sup>st</sup> February 2024 at 10.30am
<b>Location:</b>	Futureworks
<b>Present:</b>	Prof. Rob Campbell, Chair
	Chris Mayo, Principal
	Gwyn Arnold, Member
	Prof. John Brooks, Member
	Alan Doyle, Member
<b>In attendance:</b>	Ben Norris, Vice Principal, Clerk
	Kate Sayer, Secretary
<b>Apologies:</b>	Tony Tyrrell (proxy for Renee Tyrrell)

No.	ACTIONS
1	[This section contains commercially sensitive information and has been redacted.]. (3ci-1)
2	KPIs for students (such as attendance, recruitment etc) to be included in the next Principal's report. (4c-1)
3	[This section contains commercially sensitive information and has been redacted.] (4d-1)
4	Secretariat to liaise with Academic Board clerk regarding the potential of arranging a joint BoD/AcBo event in the coming months. (4e-1)

No.	KEY DECISIONS
1	A 2-page Operational plan to be presented to the next meeting in May.
2	The action [BoD]Feb-23 4b(1) and linked action [BoD]Nov-23 4b(1) marked as behind schedule should be presented back to the meeting in May.
3	Board meeting papers to be published 14 days in advance of the meeting date.
4	If UKVI status is achieved, it would be advisable to add a target to the Strategic Plan for overseas recruitment.



**BOARD OF DIRECTORS COMMITTEE  
MINUTES OF THE MEETING HELD ON 1<sup>st</sup> February 2024 @ 10.30 at FUTUREWORKS  
CONFIDENTIAL**

Present: **Prof. Rob Campbell, Chair**  
**Chris Mayo, Principal**  
**Prof. John Brooks, Member**  
**Gwyn Arnold, Member**

In attendance: **Ben Norris, Clerk**  
**Kate Sayer, Secretary**

**1. WELCOME BY THE CHAIR AND APOLOGIES FOR ABSENCE**

The Chair welcomed the members and set out the order of the meeting. Apologies were received from Tony Tyrrell.

**2. DECLARATIONS OF INTEREST**

None declared.

**3. COMMITTEE BUSINESS:**

- a. Previous Minutes:
  - i. Minutes of 02.11.23 for accuracy – the minutes were approved in terms of content and accuracy. One minor grammatical error was noted.
- b. Action Plan –The action plan was accepted by the committee and completed actions accepted. The following actions were discussed in more detail:
  - [BoD]Aug-23|4b(2) - Executive Team to present the Annual Strategy and Operational Plan to the Board when complete – a discussion took place regarding the format of the Operational Plan and it was noted that having job descriptions and appraisals for staff would assist in ensuring that all employees were working towards Futureworks’ desired goals. The Operational Plan should allow Futureworks to manage staff more effectively; if all staff are fully aware of their job responsibilities and related targets, it should enable issues to be overcome at the source rather than escalating to senior level. It was suggested that a tabular version of the KPIs be created, detailing who is responsible for achieving each element of these goals. This 2-page Operational plan is to be presented to the next meeting in May. The action [BoD]Feb-23|4b(1) and linked action [BoD]Nov-23|4b(1) marked as behind schedule should also be presented back to the meeting in May.
- c. Matters Arising:
  - i. Partnership Arrangements – [This section contains commercially sensitive information and has been redacted.]
  - ii. Committee papers – In order for committee members to receive printed papers through the post sufficiently far in advance of the meeting, the decision was made for the papers to be published 14 days before the meeting date.

**[Action: Executive Team to formulate a counter proposal to UCLan to include the annual fee, termination period, and ability to carry out course validations.] (3ci-1)**

**ITEMS FOR CONSIDERATION, DISCUSSION AND/OR RESOLUTION:**

**4. REPORTS (FOR INFORMATION):**



- a. Chair's Report – covered in item 3ci.
- b. DAPs update –an update was given on the progress towards applying for Degree Awarding Powers. An updated validation and course approval process has been agreed by the Academic Board, and a validation event for existing courses is to take place in May 2024. Staff training on how to do appraisals is being carried out with the appraisal process to begin shortly. [This section contains commercially sensitive information and has been redacted.]

The Non-Executive Directors stated that an earlier meeting with the Academic Lead at Futureworks had been very useful, and that discussions had included the 'softer' side of DAPs implementation; communication with staff and students about what achieving DAPs would be like in practice.
- c. Principal's Report –the Principal's report covered the areas of Strategic/Business Matters, Academic and Student Matters, Operational Matters, and the External Environment. It was requested that under the KPIs section of the report, some KPIs for students should be added (for example attendance, progression etc).

In the area of marketing, social media posts are now being produced by an external company which is proving successful and more economic.

[This section contains commercially sensitive information and has been redacted.]

The procurement process has been altered so that purchases can be made earlier in April/May rather than June/July. Prioritisation of equipment purchasing needs fine tuning so that the most vital items are bought ahead of less urgently needed equipment.

EDI across Futureworks needs looking at in line with the DAPs submission.

The student performance and destinations/employment data derived from the Graduate Outcomes Survey indicate that there was a substantial uptick in Futureworks graduates gaining paid work for an employer in 2020. Ways to improve student job outcomes is to be looked at through closer liaison with the Industry Advisory Group and with the creation of a careers/progression specific job role at Futureworks.

A coherent approach to Research and Scholarship can be forged after staff appraisals have taken place.

[This section contains commercially sensitive information and has been redacted.]

Futureworks was awarded 'Outstanding contribution to the IHE community' at the IHE 2023 annual conference in November.
- d. Financial Management update Q1 2023/24 – [This section contains commercially sensitive information and has been redacted.]
- e. Academic Board Annual Report – the report was well received by the Board of Directors who were very impressed by how the Academic Board had grown and matured. [This section contains commercially sensitive information and has been redacted.] It was suggested that a joint event between the Board of Directors and the Academic Board take place a part of institutional development and preparation for DAPs. The Secretariat were requested to look into arranging such an event.
- f. Fraud and Misconduct Statement – this was accepted by the committee.

**[Action: KPIs for students (such as attendance, recruitment etc) to be included in next Principal's report.] (4c-1)**

**[Action: This section contains commercially sensitive information and has been redacted.] (4d-1)**

**[Action: Secretariat to liaise with Academic Board clerk regarding the potential of arranging a joint BoD/AcBo event in the coming months.] (4e-1)**

## **5. GOVERNANCE (FOR DISCUSSION AND/OR APPROVAL):**

- a. Institutional Risk Register– the Risk Register and summary document were accepted by the committee. If UKVI status is achieved, then a risk in this area will need to be



added to the register.

- b. Compliance/regulatory returns – all statutory returns are up to date and have been submitted in advance of given deadlines. [This section contains commercially sensitive information and has been redacted.]
- c. External Governance Review – it was proposed that UNIAC be used to do an external governance review. They will attend governance meetings and come back with recommendations. The Board of Directors was happy with the proposal. Final approval is required from ARAC on this matter.
- d. Proposal to adopt IHE Code of Governance – the Board was happy to accept the proposal to adopt the IHE Code of Governance in full. This would replace the current partial compliance with the CUC Code of Governance. The IHE Code is more suitable for a small independent Higher Education provider such as Futureworks. The Audit and Risk Assurance Committee would remain aligned to the CUC Code.

**6. ITEMS FOR INFORMATION ONLY:**

- a. Minutes and Action plans of sub-committees to the Board:
  - i. Audit and Risk Assurance
  - ii. Academic Board

These minutes and action plans were accepted by the committee.

- b. Externally Audited Accounts – these were provided for information only. It was commented that if the accounts were to be used as a public annual report going forward, that the introduction section could be bolstered to be more suitable for publicity purposes.
- c. Financial Regulations – these were noted by the committee.

**7. AOB:**

None.

**8. ITEMS FOR FUTURE DISCUSSION:**

None.

**9. DATES OF NEXT MEETINGS:**

- Thurs 9<sup>th</sup> May at 10.30am
- A single item online meeting to be scheduled in due course. Date TBC.