



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

Meeting Date and Time:	Thursday 2 nd November 2023 at 10.30am
Location:	Futureworks
Present:	Prof. Rob Campbell, Chair
	Chris Mayo, Principal
	Gwyn Arnold, Member
	Prof. John Brooks, Member
In attendance:	Ben Norris, Vice Principal, Clerk
	Kate Sayer, Secretary
Apologies:	Alan Doyle, Member
	Tony Tyrrell (proxy for Renee Tyrrell)

No.	ACTIONS
1	Secretariat to arrange a short meeting between the Board members and the Academic Lead. (3ciii-1)
2	KPIs in the area of HR to be presented to the Board meeting in February. (4b-1)
3	DAPs team to consider creating a DAPs risk register. (4b-2)
4	[This section contains commercially sensitive information and has been redacted.] (4c-1)
5	Secretariat to arrange a brief meeting with the Board and ARAC including the Finance Director in December. (4d-1)
6	[This section contains commercially sensitive information and has been redacted.] (4d-2)
7	Risk Management team to consider adding a risk related to lower-than-forecast student income to the Risk Register. (5a-1)
8	Secretariat to determine a suitable date for a Nominations and Remuneration meeting in the new year. (6aiii-1)

No.	KEY DECISIONS
1	Issues identified in the committee self-evaluation should be kept under review.
2	The Board felt that an ethics committee was not necessary and that a taught programme unit (in particular for film students) would suffice in this area, complying with an ethical framework.
3	FD to speak with External auditors to see if they would be able to attend the full ARAC meetings.
4	Participating in the National Saturday Club would not be economically viable as Futureworks would have to employ an additional member of staff to do this work.
5	Executive Team to consider taking brief notes/ meeting minutes of their weekly meetings to provide to the Board.

BOARD OF DIRECTORS COMMITTEE



MINUTES OF THE MEETING HELD ON 2nd November 2023 @ 10.30 at FUTUREWORKS

For General Release

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 Alan Doyle and Tony Tyrrell.

2. DECLARATIONS OF INTEREST

None declared.

3. COMMITTEE BUSINESS:

- a. Previous Minutes:
 - i. Minutes of 10.08.23 for accuracy – the minutes were approved in terms of content and accuracy.
- b. Action Plan – The action plan was accepted by the committee and completed actions accepted.
- c. Matters Arising:
 - i. Committee Self-Evaluation – the committee were reassured by the outcomes of the self-evaluation survey. It was noted that the issues identified should be kept under review.
 - ii. Academic Governance Terms of Reference – The updated terms of reference were accepted by the committee. It was noted that Futureworks make the recommendations for External Examiners (EEs) which are then approved by UCLan; the process for appointing EEs is therefore in place for when DAPs are achieved. The process for appointing the external member of the Learning and Teaching committee was discussed; as a lecturer at Columbia State University, he will be able to benchmark good practice against international standards.
 - iii. Academic Lead role – the Board approved the recommendation for the role of the Academic Lead. The committee felt it would be useful to meet with the Academic Lead to discuss his vision for the academic future of Futureworks and as such a short meeting is to be arranged.
 - iv. Update on LRC actions – the Board supported the recommendations given.

[Action: Secretariat to arrange a short meeting between the Board members and the Academic Lead.] (3ciii-1)

ITEMS FOR CONSIDERATION, DISCUSSION AND/OR RESOLUTION:

4. REPORTS (FOR INFORMATION):

- a. Chair's Report – the Chair had met with the Principal and the Deputy Chair of ARAC and was up to date on all current operational matters. [This section contains commercially sensitive information and has been redacted.]



- b. DAPs update – the Principal gave an update on the progress towards applying for Degree Awarding Powers. The report was welcomed by the committee who noted that most areas appeared to be on track. [This section contains commercially sensitive information and has been redacted.] A risk analysis of the DAPs process was included in the papers, and it was suggested that the DAPs team consider creating an individual risk register for DAPs. Additional taught programmes that could be launched on receiving DAPs are being considered at this stage, with the view to developing these once DAPs scrutiny is underway.
- 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.

Work in HR is underway in conjunction with Dynamic HR Services Ltd; it is anticipated that staff appraisals will be completed by the end of January 2024. KPIs in the area of HR were requested to come to the next full Board meeting in February. The progress of the Academic Board has been very positive, and this area is no longer a major concern. The Digital Strategy cannot be finalised currently, as it is not possible to recommend a suitable student records system for when Futureworks achieves DAPs. [This section contains commercially sensitive information and has been redacted.] It was proposed that more be spent on marketing to improve the website to help increase application numbers. Course specific marketing had been done on the VFX programme which had resulted in substantially more website visits; [This section contains commercially sensitive information and has been redacted.] A focus on improving the portfolio of programmes was also suggested, but this would only be possible once DAPs have been achieved.

Visits to schools have been going well and more resource is being put into this area to attract local students who would not necessarily require accommodation to attend Futureworks. Finding affordable student accommodation has become an issue nationally and this has been heightened in cities with high student populations like Manchester; [This section contains commercially sensitive information and has been redacted.]

Student progression figures were strong, and the Board welcomed the high retention figures. It was noted that the student body seemed happier with more of a sense of community developing, helped by regular social events.

The Board felt that an ethics committee was not necessary and that a taught programme unit (in particular for film students) would suffice in this area, establishing an ethical framework for work in this area.

[This section contains commercially sensitive information and has been redacted.] In the area of Risk Management, it was noted that the new external auditors attend the ARAC meetings but only for their own meeting item. It was suggested that a discussion be had with them to see if they would be able to attend the full ARAC meetings. The new computers have now all been installed, and a three-year rolling cycle of replacement has been implemented, which will lower this risk on the risk register.

It was stated that participating in the National Saturday Club would not be economically viable as Futureworks would have to employ an additional member of staff to do this work.

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

The Board formally congratulated Futureworks on the outcome of the TEF; Futureworks received a silver award overall with gold for Student Experience. A TEF case study has been submitted which may help advertise the positive student experience at Futureworks. The new A&P plan was approved by the OfS on 11/10/23 as part of the first wave of submissions. This was praised as a very robust document by the committee. The Vice Principal had taken part in a TASO case study, which will



- also provide good publicity for Futureworks.
- d. Financial Management update Q4 2022/23 – The financial accounts for Q4 2022/23 were discussed by the committee. Unfortunately, the Finance Director was unable to attend the meeting, so it was requested that a meeting be set up with the FD and members of ARAC and the Board in December. [This section contains commercially sensitive information and has been redacted.]
 - e. Report on NSS results – the results of the NSS were very positive and Futureworks scoring highly in many areas. Some of the free text comments need further consideration which will be done by the Academic Board.

[Action: KPIs in the area of HR to be presented to the Board meeting in February.] (4b-1)

[Action: DAPs team to consider creating a DAPs risk register.] (4b-2)

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

[Action: Secretariat to arrange a brief meeting with the Board and ARAC including the Finance Director in December.] (4d-1)

[This section contains commercially sensitive information and has been redacted.] (4d-2)

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

- a. Institutional Risk Register– the new additional paper which explained movements in risk was well received. It was noted however that risks 14, 3 and 11 were all very similar. [This section contains commercially sensitive information and has been redacted.] This will be considered by the Risk Management team at the upcoming meeting in November. It was noted that having a Strategic Plan, Operational Plan and a realistic budget that were closely interlinked would be advantageous going forward. It was also pointed out that in some cases the risk owner was not the person who could have direct impact on that risk so this should be looked at again.
- b. Compliance/regulatory returns – all statutory returns are up to date and have been submitted in advance of given deadlines.
- c. External Governance Review – an external governance review is needed in order to comply with the CUC code of conduct. It was noted also that an academic governance review would be beneficial ahead of DAPs, and whether these two reviews should be done separately or together was yet to be decided. Quotes had been gathered from a couple of agencies however these were felt to be more in depth than needed, therefore more quotes are to be gathered before a decision is made.
- d. ARAC Annual Report AY2022/23 – the Board accepted the report which was thought to be broadly positive. The Board were reassured by the work of ARAC which was felt to be a mature and experienced committee.
- e. Approval of A&P Plan 2024-2028 by OfS – the committee welcomed the approved A&P plan.

[Action: This section contains commercially sensitive information and has been redacted.] (5a-1)

6. ITEMS FOR INFORMATION ONLY:

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

These minutes and action plans were accepted by the committee. It was noted that the Academic Board was working well. It was highlighted that the Nominations and Remuneration Committee were unable to approve the senior salaries until appraisals had taken place, and that another N&R meeting was necessary in the new year.



[Action: Secretariat to determine a suitable date for a Nominations and Remuneration meeting in the new year.] (6aiii-1)

7. AOB:

None.

8. ITEMS FOR FUTURE DISCUSSION:

None.

9. DATES OF NEXT MEETINGS:

- Thurs 4th January 2024 at 10.00am (single item meeting to sign off accounts)
- Thurs 1st February 2024 at 10.30am