Futureworks

BOARD OF DIRECTORS
ACTIONS AND KEY DECISIONS OF THE MEETING

Meeting Date and Time:	Thursday 4th November 2025 at 10.00
Location:	Futureworks
Present:	Prof. Rob Campbell, Chair
	Chris Mayo, Principal
	Prof. John Brooks, Member
	David McIntyre, Member
In attendance:	Ben Norris, Vice Principal, Clerk
	Kate Sayer, Secretary
	Paul McKibbin, Accountant
	Kay Whittaker, Head of Marketing & Recruitment
Apologies:	Renee Tyrrell

No.	**ACTIONS**
1	VP to speak to Academic Registrar and newly appointed Head of Finance to see if a system can be put in place to assist final year students at risk of leaving. (4b-1)
2	Secretariat to add report from Chair of Academic Board to the indicative work schedule for the Board. (6aii-1)
3	

No.	**KEY DECISIONS**
1	[This section contains commercially sensitive information and has been redacted].
2	The NED role specifications were accepted by the Board.
3	[This section contains commercially sensitive information and has been redacted].

BOARD OF DIRECTORS COMMITTEE
MINUTES OF THE MEETING HELD ON 4th November 2025 @ 10.30 at FUTUREWORKS and via TEAMS
For General Release

Present: **Prof. Rob Campbell, Chair**
Chris Mayo, Principal
Prof. John Brooks, Member
David McIntyre, Member

In attendance: **Ben Norris, Clerk**
Paul McKibbin, Accountant
Kate Sayer, Secretary
Kay Whittaker, Head of Marketing & Recruitment

1. **WELCOME BY THE CHAIR AND APOLOGIES FOR ABSENCE**
The Chair welcomed the members and set out the order of the meeting. Apologies were given by Renee Tyrrell.

2. **DECLARATIONS OF INTEREST**
None declared.

3. **COMMITTEE BUSINESS:**
   a. Minutes of 28.08.25– the minutes were accepted by the committee in terms of content and accuracy.
   b. Action Plan – the committee accepted the completed actions. The following open actions were discussed:
   [BoD]Nov-24 (1)|3cii(1) – a discussion has taken place about EDI at Futureworks. It was decided that given the size of the Board of Directors, that diversification would be tricky, however this issue would be taken into consideration when appointing new Board members in the coming months. Potential replacements for the Chair and member JB are currently being considered as both these posts are at the end of their contract dates. This item can now be marked as complete.
   [BoD]May-25|5b(3) – [This section contains commercially sensitive information and has been redacted].
   [BoD]Aug-23|4b(2) – the Operations plan is being presented in item 5c.
   [BoD]Aug-24|3a(1) – the Head of Marketing & Recruitment is presenting the Marketing & Recruitment Strategy in 3ci.

   (HoM&R joined the meeting)
   c. Matters Arising:
      i. Presentation by the Head of Marketing & Recruitment – a presentation was given by the Head of Marketing & Recruitment, highlighting the most salient points of the Marketing & Recruitment Strategy. 3 key areas were highlighted which are being improved with the ultimate aim of increasing student numbers: lead generation, conversion activity and the admissions process. Evaluation and monitoring will take place to note the effectiveness of changes in these three areas, and to see whether further changes are needed. The aim is to receive as many applications as were received 3 years ago and maintain the current conversion rate which would increase the number of confirmed accepted places. The Chair agreed that using a data driven, evidence-based approach was key to decision making in this area.
      (HOM&R left the meeting)

ii. [This section contains commercially sensitive information and has been redacted].
iii. Proposed NED role specifications – the proposed NED specifications were presented to the Board. It was commented that the Chair and NED role specifications were similar. Industry experience is not mentioned as this can be provided by the Industry Advisory Group. The NED role specifications were accepted by the Board.
iv. Board self-evaluation analysis – this was received by the committee and the outcomes noted.

d. Conflict of Interests and Fit and Proper Person's Declarations – these were accepted by the Board.

ITEMS FOR CONSIDERATION, DISCUSSION AND/OR RESOLUTION:

4. **REPORTS:**
   a. Chair's report – [This section contains commercially sensitive information and has been redacted].
   b. Principal's Operations Report –the Principal's Operations report covered the areas of Strategic/Business Matters, Academic and Student Matters, Operational Matters, and the External Environment.
   The new website is now live and this is hoped to help with marketing. [This section contains commercially sensitive information and has been redacted].
   Academic and Student matters – [This section contains commercially sensitive information and has been redacted]. Students not returning to the final year of the programme is very unusual; it was suggested that the reason for this be looked into to see if this was purely due to grades or whether this was financial. A method of assisting final year students who are at risk of leaving to complete their course is to be investigated.
   Student wellbeing and the Student voice – [This section contains commercially sensitive information and has been redacted].
   Facilities & estates – the construction of the new reception as been delayed by Bruntwood. This is now expected to start in January 2026.
   HR & staff development – [This section contains commercially sensitive information and has been redacted].

[Action: VP to speak to Academic Registrar and newly appointed Head of Finance to see if a system can be put in place to assist final year students at risk of leaving.] (4b-1)

   (Accountant joined the meeting)
   c. Financial update and quarterly management accounts – [This section contains commercially sensitive information and has been redacted].
   (Accountant left the meeting)

5. **GOVERNANCE:**
   a. Board Assurance Framework & Institutional Risk Register – these were accepted by the Board.
   b. Compliance/regulatory returns– all returns are up to date and were submitted on time. New member of staff TH was commended for his work towards the HESA Student Return.
   c. Annual Operations Plan – the draft plan was accepted by members.
   d. [This section contains commercially sensitive information and has been redacted].
6. **ITEMS FOR INFORMATION ONLY:**
   a. Minutes & Action plans of subcommittees to the Board:

i. Finance Committee
ii. Academic Board
iii. Operations Team

These were all accepted by the Board of Directors. The Academic Lead will now chair the Academic Board. It was noted that a scheduled report should go to the Board of Directors from the AcBo Chair going forward.

[Action: Secretariat to add report from Chair of Academic Board to the indicative work schedule for the Board.] (6aii-1)

7. AOB

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

8. ITEMS FOR FUTURE DISCUSSION:

9. DATE OF NEXT MEETING:

- Tuesday 3rd March 2026 at 10.00am.