



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

<b>Meeting Date and Time:</b>	Thursday 10 <sup>th</sup> August 2023 at 10.30am
<b>Location:</b>	Futureworks
<b>Present:</b>	Prof. Rob Campbell, Chair
	Chris Mayo, Principal
	Alan Doyle, Member
	Gwyn Arnold, Member
	Prof. John Brooks, 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	VP to present a report regarding the NSS results to the next meeting of the Board of Directors in October. (3ai-1)
2	Secretary to make amendments to the Indicative work schedule, regarding receiving recommendations from N&R and the change of name of the FW Annual Report. (3c-1)
3	Academic Board to present a report outlining their recommendations regarding the review of the LRC, to the next meeting of the Board of Directors in October. (3fi-1)
4	Executive Team to present the Annual Strategy and Operational Plan to the Board when complete. (4b-2)
5	Executive Team to circulate a proposal to the Board regarding the Head of Sound and Music Production taking on the role of Academic Lead. (4c-2)
6	[This section contains commercially sensitive information and has been redacted.]

No.	KEY DECISIONS
1	[This section contains commercially sensitive information and has been redacted.]
2	Full analysis of NSS results will be provided to the Board of Directors at the next meeting (see action 3ai-1)
3	The Board approved the use of the new logo and colourway.
4	Going forward, a more formalised process should be put in place for appointing to senior positions within Futureworks.



**BOARD OF DIRECTORS COMMITTEE  
MINUTES OF THE MEETING HELD ON 10<sup>th</sup> August 2023 @ 10.30 at FUTUREWORKS  
FOR GENERAL RELEASE**

Present: **Prof. Rob Campbell, Chair**  
**Chris Mayo, Principal**  
**Alan Doyle, Member**  
**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 15.05.23 for accuracy – the minutes were approved in terms of content and accuracy. The summary of actions at the start of the minutes were found to be very useful. It was requested that a report about the NSS be presented to the next meeting. Regarding the revised composition of the Academic Board, the Board of Directors will wait to receive a proposal on this in due course.
- b. Action Plan –The action plan was accepted by the committee and completed actions accepted. The following action was discussed in more detail:
  - [BoD]Feb-23|4b(1) – Executive Team to set KPIs in the areas of HR and people, for example staff turnover, staff development, gender, age, PT/FT balance etc. – the KPIs in the HR area are to come to the next Board meeting in October. KPIs in the area of marketing are yet to be written.
- c. Indicative work schedule – two amendments are to be made to the schedule:
  - Receive recommendations from N&R committee to be added to the schedule.
  - Alter the name of the FW Annual Report.
- d. Terms of Reference – these were approved by the committee.
- e. Scheme of Delegation – this was approved by the committee.
- f. Matters Arising:
  - i. Review of student perception of LRC – the committee welcomed the report, and requested clarification on which recommendations were to be actioned. The Executive team are to respond to the report and the Academic Board are then to receive the report and present their findings to the Board of Directors.

**[Action: VP to present a report regarding the NSS results to the next meeting of the Board of Directors in October.] (3ai-1)**

**[Action: Secretary to make amendments to the Indicative work schedule, regarding receiving**



recommendations from N&R and the change of name of the FW Annual Report.] (3c-1)

[Action: Academic Board to present a report outlining their recommendations regarding the review of the LRC, to the next meeting of the Board of Directors in October.] (3fi-1)

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

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

- a. Chair's Report – the Chair had attended a number of Executive Team meetings and was up to date on all current operational matters. [This section contains commercially sensitive information and has been redacted.]  
Press reports regarding finance in HE indicate that Futureworks is currently doing well against benchmarks. Further reports regarding the number of prospective students versus available places should hopefully bode well for Futureworks' recruitment.
- b. DAPs update – it was felt that the DAPs update was comprehensive and the level of detail was very useful. [This section contains commercially sensitive information and has been redacted.]  
A discussion took place regarding being able to demonstrate that Futureworks had recently carried out a course validation, as this would be looked favourably on when applying for DAPs. A masters programme was validated 2 years ago. [This section contains commercially sensitive information and has been redacted.] Going through a course validation process would show that Futureworks' procedures were robust and accurate, however this would involve a considerable workload.  
[This section contains commercially sensitive information and has been redacted.]  
Ratifying the expertise and qualifications of staff is to be revisited as the last audit done in this area was a few years ago. An HR expert has been contracted to carry out appraisal training with Senior Managers which should help fulfil this criterion. It was felt that the report demonstrated plenty of positives and was suitably conservative in its tone. [This section contains commercially sensitive information and has been redacted.]
- 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. The report was welcomed by the committee and was dealt with by exception. The Strategic Plan was being reviewed by the Head of Academic Quality and Enhancement and will be going to the Academic Board for comment at the August meeting. The Board requested to see the Annual Strategic and Operational Plans in due course. The Staff Development Strategy is being reviewed as part of a major HR revamp which is currently underway. The new Digital Strategy will include information about a proposed student record system.  
Academic KPIs need to be written. Regarding operational KPIs, the NSS results were published immediately before the Board meeting and therefore only the raw data and very brief analysis were possible. However, on calculating the overall satisfaction score, Futureworks achieved 85.6% against a sector average of 80%. The completion rate at Futureworks was 14% up on the sector average which was received well by the committee. An anecdotal comparison against some of Futureworks' competitors also showed Futureworks scoring higher in many of the sub-categories. A full analysis will be produced and circulated to Board members in due course. The committee congratulated Futureworks for receiving such positive NSS scores alongside achieving an overall Silver in the Teaching Excellence Framework 2023, with a Gold award for Student experience.  
It was noted that Futureworks was doing very well at delivering in key areas but there were still a few areas that needed more work. The main barrier to progress has been staff resources; with the Head of Academic Quality and Enhancement now in



post, and working closely with the Programmes Administrator, a new Admissions Officer, Widening Participation Officer and Programme Leader for BAEP which should free up time for the Head of School to focus on the role of Academic Lead, it is hoped that more progress can be made in these areas. The area of HR which required the attention is now in hand.

The CRM has now been in place long enough to identify where students found out about Futureworks and gained interest in studying there. [This section contains commercially sensitive information and has been redacted.] The Head of Art and Design visited 10 schools last academic year, from which 55 students applied and 17 are to start in September. Therefore, this method of face-to-face engagement has proven to be much more successful for Futureworks.

The work with EST marketing is concluding with a new logo and marginally different colours to be used going forward. The Board were presented with the new logo and approved its use.

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

The Head of Art and Design is to take over as the Chair of the Learning and Teaching Committee so that the Head of Sound and Music Production would be able focus on the role of Academic Lead. The Executive Team was asked to forward a proposal to the Board recommending that the Head of Sound and Music Production take on this role permanently. Going forward, a more formalised process should be put in place for appointing to such positions.

A number of research projects were taking place at Futureworks, including a new investigation into AI in the creative industries.

The Risk Management meetings are to become more structured with the Secretary to attend the meetings and take formal minutes. Meetings will take place 2-3 weeks before ARAC meetings allowing the minutes to be presented to that committee for scrutiny.

[This section contains commercially sensitive information and has been redacted.] A successful Summer School took place which was funded by GM Higher. This provided a good template for summer schools which could be improved upon in future years. An all-staff meeting is to take place on Friday 8<sup>th</sup> September with a morning session planned for line managers to receive training on staff appraisals from the HR consultant.

The first draft of the new Access and Participation Plan had been submitted and the Vice Principal and Executive Officer are working on the second draft following feedback from the OfS.

- d. Financial Management update Q3 2022/23 – [This section contains commercially sensitive information and has been redacted.]

The new auditors have started at Futureworks and will be attending meetings of the ARAC committee.

- e. Governance and Management Handbook – the committee noted and approved the proposed changes.

**[Action: Executive Team to present the Annual Strategy and Operational Plan to the Board when complete.] (4b-2)**

**[Action: Secretariat to circulate a full analysis of NSS results to the Board of Directors before the next meeting in October.] (4c-1)**

**[Action: Executive Team to circulate a proposal to the Board regarding the Head of Sound and Music Production taking on the role of Academic Lead.] (4c-2)**

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

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

- a. Institutional Risk Register– the Risk Register was presented to the Board of Directors and changes to the register were highlighted. [This section contains commercially



sensitive information and has been redacted.]

- b. Compliance/regulatory returns – all statutory returns are up to date and have been submitted in advance of given deadlines.

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

**7. AOB:**

None.

**8. ITEMS FOR FUTURE DISCUSSION:**

None.

**9. DATE OF NEXT MEETING:**

- Thurs 19<sup>th</sup> October 2023 at 10.30am