



**BOARD OF DIRECTORS  
MINUTES OF THE MEETING HELD ON 11<sup>TH</sup> FEBRUARY 2020 @10.30  
FOR GENERAL RELEASE**

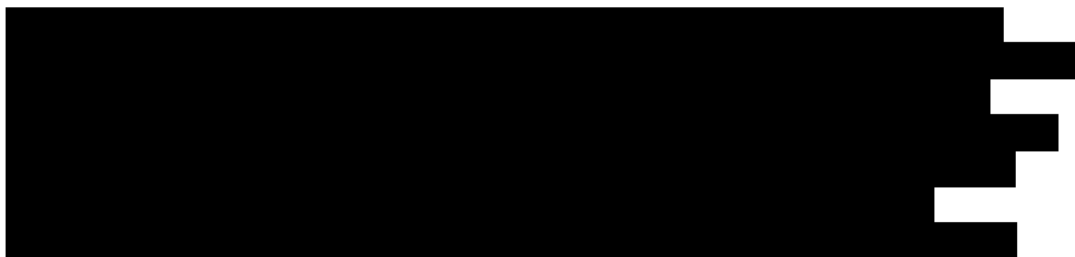
**Present:** Prof. Rob Campbell, Chair  
Chris Mayo, Principal  
Alan Doyle, Member  
Prof. John Brooks, Member  
Gwyn Arnold, Member  
Ben Norris, Vice Principal (Clerk)  
Tony Tyrrell [Proxy for Renee Tyrrell, Director] (via telephone conference)

**In attendance:** Kate Sayer, Secretary  
Colin Ralph, Executive Officer

- 1. WELCOME BY THE CHAIR AND APOLOGIES FOR ABSENCE**  
None.
- 2. DECLARATIONS OF INTEREST**  
None.
- 3. MINUTES OF PREVIOUS MEETINGS**
  - a. Confirmation of the minutes of the previous meeting (**doc1a and doc1b-BD1019**) – the minutes were approved in terms of content and accuracy. A further discussion took place regarding the process of recording meeting proceedings.

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

**4. MATTERS ARISING**



- b. The actions from previous meetings were all in progress or complete.



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

- a. Chair's Report - the Chair reported back on the recent away days, in which Degree Awarding Powers and the setting of KPIs were discussed.
- b. Principal's Report:
  - i. Degree Awarding Powers (DAPs) – a draft gap analysis document was discussed (**doc1-BD0220**). The financial proposals were mentioned, and further work will be done on this proposal.
  - ii. Strategic Planning and KPI update – this is ongoing and further work is to be done.
  - iii. Admissions update 20/21 – data collated on the morning of 11.02.20 demonstrated that Futureworks is slightly ahead of application and interview



numbers from the same time last year. Internal research on the incoming qualifications of Futureworks' students has identified that only around 25% have A-levels as opposed to approximately 50% with diplomas. Consequently A-level students will be a target area to focus on with regard to marketing. A new marketing campaign is due to begin shortly, with a view to attracting more applicants.

Data comparing applicants per course from 2018/19/20 was commended (**doc2-BD0220**). Data demonstrated the maturity of the institution and showed stability. It was noted that the administrative task of recording meaningful data with the number of programmes at Futureworks was labour intensive. Consistently low recruitment onto Game and Interactive Audio was identified, and this will need addressing. It may be prudent to focus more efforts onto the courses that recruit well in order to maximise admission onto these programmes. A shift in online marketing strategy may assist in attracting a larger student cohort.

**[Action: Vice Principal to continue work on gap analysis for DAPs].**

- c. Financial Director Report–
  - i. External Audit - the Finance director reported on the External Audit process which ran efficiently this year (**doc3-BD0220**).
  - ii. Quarterly Management Accounts (**docs 4a, b, c – BD0220**) – the Financial Director presented the quarterly management accounts and an analysis of the financial performance. It was mentioned that a transparency report detailing the full value of the company would be beneficial. The KPIs and target profit margin were discussed as was the teaching costs as a percentage of staff costs. A teaching allocation survey would clarify whether further investment was required in academic staff.
  - iii. Financial regulations and supporting policies – these were accepted for now and will be revised annually in the summer.

**[Action: minor grammatical errors in External Audit document to be amended (doc3-BD0220). Quarterly management accounts (docs 4a, b, c – BD0220) to go to Audit committee for further scrutiny.]**

- d. Clerks Report – (i, ii, iii) – these are all areas of ongoing work. Reports will be produced for the next meeting.
  - iv. Teaching Excellence and Student Outcomes Framework applications (TEF) will not be taking place this year, therefore no applications are required.
- e. Minutes of the Audit and Risk Assurance Committee (**doc6-BD0220**) - these were received by the Board and were accepted. The work of the Risk Assurance and Audit Committee was commended and the link between it and the Academic Board was mentioned.

**[Action: Reports on Risk Register, student complaints process and Public Interest Disclosure to be compiled for next meeting].**

## 6. Governance (for discussion):

- a. Attendance data – further analysis of this data is needed alongside the information about 'at risk' students. A discussion around the importance of attendance but also engagement and submission took place. It was noted that currently the recording and extracting of attendance data was very labour intensive.
- b. Admissions and Clearing Data – this was accepted by the Board.
- c. Measures for identifying 'at risk' students (**docs 10a, b, c – BD0220**) – the reports highlighted that three different approaches were used in recording this data, and at this stage identifying an 'at risk' student was subjective. A more systematic approach would



be beneficial, and some testing of the effectiveness of interventions useful. It was noted that as these identification measures are new, there is no historic data to benchmark and draw comparisons against. It was mentioned that student peer-to-peer support has been utilised and this had resulted in some students re-engaging with the programmes. The important role of the personal tutor in such instances was also stressed.

d. Institutional Academic Quality Action Plan update – this is to be taken on by the Academic Board, which will produce an updated action plan and annual report for the Board of Directors.

e. OfS Events and Publications – the following documents were received by the Board of Directors:

- i. Consultation on implementing savings in academic years 2019-20 and 2020-21 Reference OfS 2020.03.
- ii. Office for Students publications programme, January to June 2020.
- iii. Consultation on harassment and sexual misconduct – a team has been assembled to respond to this document.
- iv. Transparency return

f. Letter to Nicola Dandridge from Independent HE – received by the Board

g. MA in Sound and Music Production – the Board confirmed that this programme will not go ahead.

h. Approach to Social Corporate Responsibility draft policy – this was noted as a positive start, and that the correct approach had been taken. It was suggested that developing an ethical framework would be beneficial in this area.

#### **ITEMS FOR INFORMATION ONLY:**

##### **9. AOB**

- a. Distribution list for meeting minutes – the Chair of the Audit and Risk Assurance Committee will be added to the distribution list for the minutes of the Board of Directors going forward.
- b. Advance HE – the Board agreed that annual membership would be beneficial to Futureworks.

**[Action: Vice Principal to liaise with Advance HE regarding setting up annual membership].**

##### **10. ITEMS FOR FUTURE DISCUSSION**

##### **11. DATE OF NEXT MEETING**

The next meeting will take place on 14<sup>TH</sup> May 2020 @ 10.00.