

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

Meeting Date and Time:	Monday 11 th November 2024 at 10.30am
Location:	Futureworks
Present:	Prof. Rob Campbell, Chair
	Gwyn Arnold, Member
	Prof. John Brooks, Member
In attendance:	Ben Norris, Vice Principal, Clerk
	Kate Sayer, Secretary
	Paul McKibbin, Accountant
Apologies:	Chris Mayo, Principal
	Renee Tyrrell

No.	ACTIONS
1	Costings associated with campus move to be presented to the Board for consideration. (3ci-1)
2	The Board requested that the Chair and the Principal meet to discuss the issue of EDI at Futureworks. (3cii-1)
3	Executive Officer to give a presentation to the next Board meeting in February 2025 regarding the proposed Degree Apprenticeships. (4a-1)
4	Paper to be presented to the Board detailing how the IAG could be readjusted in order to make this collaboration more beneficial. (4b-1)
5	Paper to be presented to the Board regarding raising the tuition fees at Futureworks. (4b-2)

No.	KEY DECISIONS
1	A formal decision by the Board regarding a campus move would be made at the meeting in February 2025. (3ci)
2	A paper to the Board is required to approve raising the tuition fees at Futureworks. (4b) (See minutes of supplementary meeting of 14/11/24)

**BOARD OF DIRECTORS COMMITTEE****MINUTES OF THE MEETING HELD ON 11th November 2024 @ 10.30 at FUTUREWORKS****For General Release**

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

In attendance: **Ben Norris, Clerk**
Kate Sayer, Secretary
Paul McKibbin, Accountant

1. WELCOME BY THE CHAIR AND APOLOGIES FOR ABSENCE

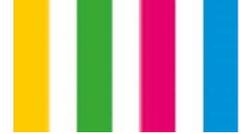
The Chair welcomed the members and set out the order of the meeting. Apologies were received from Chris Mayo and Renee Tyrrell.

2. DECLARATIONS OF INTEREST

None declared.

3. COMMITTEE BUSINESS:

- a. Previous Minutes:
 - i. Minutes of 27.08.24 for accuracy – the minutes were approved in terms of content and accuracy. It was noted that the key decision that the Chair be invited to meetings of the Operations Team had not yet been actioned. Also, a formal method for receiving information from the shareholders had not yet been put in place. The Board stressed that it would like to be assured that the shareholders were satisfied on an ongoing basis with the Board of Director's operations.
- b. Action Plan – The action plan was accepted by the committee and completed actions accepted. The following action was discussed in more detail:
 - [BoD]Aug-24 | 3a(1) – the Marketing Manager has left Futureworks so is unable to attend a Board meeting. However, the post has been re-advertised and interviews with shortlisted applicants are to take place this week. Futureworks received a record number of applications last academic year; to increase the student number, focus should be placed on converting these applications into accepted offers, rather than initial marketing. An emphasis on conversion will be part of the successful applicant's role.
- c. Matters Arising:
 - i. Campus arrangements proposal – the contract at Media City is due for renewal in September 2025. [This section contains commercially sensitive information and has been redacted.]. A working group has been formed to look at this issue, with current options being a ground floor space at Cloister House (also owned by Riverside), and space under the railway archways just off New Bailey Street. These locations would bring the School of Film and Television onto the same campus as the rest of Futureworks, which would be a positive step. The Board requested to see the proposed costings associated with the campus move and wished to be assured that any modifications to teaching delivery be considered, in particular with consideration of CMA requirements. A formal decision by the Board regarding a campus move would be made at the meeting in February 2025.
 - ii. Self-evaluation questionnaire – the analysis of the Board's self-evaluation



questionnaire was presented to the committee. Some new questions had been included this year to standardise all the governance self-evaluation questionnaires. The statement ‘the committee is effective at addressing under representation in relation to voice, attitude and experience’ was rated red (requires immediate action). Additionally, the statement ‘the committee considers Equality, Diversity & Inclusion (EDI) in its decision making’ scored 3.2 which was rated amber (action required). The Board therefore requested that the Chair and Principal meet to discuss EDI at Futureworks.

[Action: Costings associated with campus move to be presented to the Board for consideration.] (3ci-1)

[Action: The Board requested that the Chair and the Principal meet to discuss the issue of EDI at Futureworks.] (3cii-1)

ITEMS FOR CONSIDERATION, DISCUSSION AND/OR RESOLUTION:

4. REPORTS (FOR INFORMATION):

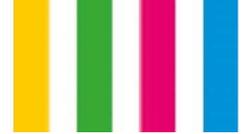
- a. Chair’s Report – the Chair and the non-executive Directors met prior to the meeting to discuss the governance structure. The Chair re-iterated that he would like to attend some of the Operations Team meetings. Congratulations was given to Futureworks for securing funding to develop Degree Apprenticeships. It was requested that a presentation be given to the next Board meeting by the Executive Officer about the model for the proposed Degree Apprenticeships.
- b. 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 suggested that an Estates Strategy could now be written which reflected the proposed campus consolidation. [This section contains commercially sensitive information and has been redacted.]
The KPIs shown in the report were welcomed by the committee. It was noted that the results of the Cyber Security audit were not favourable, and work needs to be done in this area. The nature of the Industry Advisory Group (IAG) is to be readjusted for Futureworks to gain better value, especially now that Futureworks is planning to offer Degree Apprenticeships from September 2025.
The Board commented that student retention figures looked positive. The ethical practice policy had not yet been written; the Chair would be able to help in this area. The government announced an increase in tuition fees from September 2025 as part of the budget that was announced on 30th October 2024. A paper to the Board is required to approve raising the tuition fees at Futureworks.
- c. Financial Management update Q4 2023/24 – [This section contains commercially sensitive information and has been redacted.]

[Action: Executive Officer to give a presentation to the next Board meeting in February 2025 regarding the proposed Degree Apprenticeships.] (4a-1)

[Action: Paper to be presented to the Board detailing how the IAG could be readjusted in order to make this collaboration more beneficial.] (4b-1)

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

- a. Institutional Risk Register– the draft of the new Risk Register was presented to the committee. This smaller risk register detailed those risk that the management team felt to be of most significant concern. One further risk related to the campus move is to be added. The committee suggested that the Operations Team consider adding academic risk to this Risk Register.
- b. Compliance/regulatory returns – all statutory returns were up to date and were



- submitted in advance of given deadlines; this was accepted by the committee.
- c. External Governance Review – the Board were happy that this had been completed and a positive outcome had been shown.
 - d. Governance and management structure – the current updates to the Governance and Management handbook were approved by the committee. [This section contains commercially sensitive information and has been redacted.].
 - e. Draft Annual Operational Plan – the draft Operational Plan was presented to the committee. The action plan is to be written by the Operations Team. It was mentioned that KPIs for EDI were not included in the plan, and this should be considered. Further HR KPIs for illness, staff churn etc could also be added. [This section contains commercially sensitive information and has been redacted.] The Operations Team is to work on the plan further; devolved budgets per course based on number of students recruited was suggested. The Board were pleased to accept the draft Operational Plan as a work in progress.

[Action: Secretary to circulate appointment/extension dates of Non-Executive and Independent members.] (4b-2)

6. ITEMS FOR INFORMATION ONLY:

- a. Minutes and Action plans of sub-committees to the Board:
 - i. Audit and Risk Assurance - The minutes and action plans were accepted by the committee. All the recommendations given in the external Financial Management Review had been accepted; this will be mentioned in the ARAC annual report.
 - ii. Academic Board - The minutes and action plans were accepted by the committee.
 - iii. Operations Team – due to the frequency of the meetings, two further sets of meeting notes (one draft set) had been provided to committee members since the papers had been sent out. The meeting notes were found to be very useful for Board members to keep up to date of operational matters.

7. AOB:

None.

8. ITEMS FOR FUTURE DISCUSSION:

- Governance and Management Structure
- Tuition fees for AY25/26

9. DATES OF NEXT MEETINGS:

- A special meeting is to be convened on Thurs 14th November 2024 to discuss the two items noted in section 8 above.
- Thursday 6th February 2025.