



**BOARD OF DIRECTORS  
MINUTES OF THE MEETING HELD ON 6<sup>TH</sup> AUGUST 2019 @10.00  
FOR GENERAL RELEASE**

**Present:** Prof. Rob Campbell, Chair  
Chris Mayo, Managing Director  
Alan Doyle, Member  
Tony Tyrrell [Proxy for Renee Tyrrell, Director]  
Prof. John Brooks, Member  
Gwyn Arnold, Member  
Ben Norris, General Manager (Clerk)

**In attendance:** Kate Sayer, Administrator

- 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 (doc1-BD0819) – the minutes were approved in terms of content and, excluding a couple of minor grammatical errors, in terms of accuracy. The Chair requested sight of both confidential and general versions of minutes going forwards.

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

- 4. MATTERS ARISING**
  - a. [REDACTED]



Items b, c and d dealt with in other parts of the meeting minutes.

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

- a. Chair's Report - the Chair had reported that he had attended the WonkHE conference which was informative. It was noted that Futureworks had received OfS registration early and the process had been straightforward. This had not been the case for other small to medium sized education providers, so this was a positive for Futureworks and all involved should be congratulated.
- b. Managing Director's Report:
  - i. Degree Awarding Powers (DAPs) update – Heads of Schools now have clear objectives and tasks which are being worked on. These tasks need disseminating further to other staff members to collate all required information. Timescales have been set and although lengthier than first anticipated, accuracy is paramount. This may involve a slight cultural change in working practices amongst the staff in some instances.  
A gap analysis has been drafted with the Heads of Schools and a month-by-month workplan created. There is a much clearer view now of the work required and who will be involved in each section. A new member of staff (Executive Officer) has just been appointed to begin work in January and will be responsible for co-ordinating much of the DAPs work. There will be a clearer idea of when Futureworks can submit an application for DAPs, in time for the next meeting of the Board of Directors in October.  
From the point of submitting, the processes at Futureworks will be observed for approximately one year, then, after a decision is made by the OfS, any necessary changes are carried out over the course of a further year. Using this timeframe, it is estimated that Futureworks could be awarding their own degrees by September 2022. UCLan degree programmes could then be phased out.
  - ii. Recruitment update – Futureworks target for September 2019 intake was set at 147 students. At the point of minuting, there had been 162 confirmed places accepted for year 1 and approximately 8-10 directly into the second year of study which is very positive. The three courses which historically recruited fewer students have higher student applicant numbers than in previous years. The recruitment procedure is now more straightforward, and increasing the UCAS points threshold to 104 has seen beneficial results. The new ruling by the Government regarding the removal of unconditional offers has not affected Futureworks.
- c. Financial Director's Report:
  - i. Financial performance update – the external audit of the finances for Academic Year 2018/19 will have been completed by the end of November 2019, ahead of the December submission deadline to the OfS.



The five-year financial plan looks to be steady and on track [REDACTED]

[REDACTED]

It was highlighted that some of the operational costs noted in the Fiscal Review (doc2-BD0819) should have been foreseen. It was also noted that liquidity was tight but the Financial Director pointed out that the 'worst case scenario' figures were used (assuming that no students would pay their fees in advance of attending). A formal bank facility is to be set up to cover any shortfall. The Financial Director clarified that the largest cost outlays were building rent, followed by staffing costs.

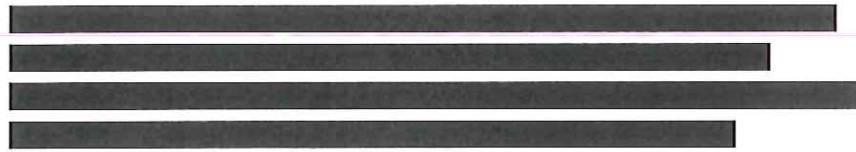
The budgeting process is started in May/June and finalised in October when true student numbers are known. 50% of the student fees will have been received by February, when approximately 60% of the course content has already been delivered. The other points when income is received are May and October. The board requested to see these figures along with the cashflow. [REDACTED]

[REDACTED]

The board stated that for transparency purposes, a written narrative alongside financial figures was required. The Finance Director stated that the financial reporting process was now more robust, with finance meetings taking place every Tuesday. A full set of management accounts were to be produced each quarter. It was also noted that the Financial Director would become a full-time staff member from September 2019 which would speed up any financial matters and make any issues easier to resolve. The Chair stated that the Board needed to see the financial plan and the actual performance to compare this to the plan.

Regarding Futureworks' maximum target for student numbers, it was noted that building space should not be the restriction as more was relatively easy to acquire; intellectual ability to deliver the programmes effectively should be the only restriction to growth.

[REDACTED]



- d. Annual Compliance Report (doc3-BD0819) – the Board commented on the high quality of this report and noted many positives including high student retention and generally very high NSS scores. A discussion was had around the statistical significance of some of the figures as response rates in certain courses were very low. More effort should be focussed on improving this, in particular to raise the ‘overall satisfaction’ rate which should theoretically be higher as the smaller sub-category questions were generally very positive. The ‘library/learning resource’ score was highlighted as being low, which brings the overall score down, whereas many other areas are about 5% above the sector average.

The Annual Diversity Report was very positive and it was suggested that Futureworks could adopt the policy of giving all care leavers an automatic interview. It was mentioned that the Learning and Teaching Strategy and Action plan needs to go to the Board regularly.

The Institutional Academic Quality Action plan was discussed and it was noted that evidence was needed as to why items were indicated as “complete” as opposed to “in progress” . All staff need to know how to use these plans effectively and accurately, for example if teaching staff cannot complete tasks because they are overstretched, the Managing Director needs to be aware of this. It was noted that the Action Plan needs to be looked at alongside the Risk Register. If deadlines are constantly missed it would indicate that action needed to be taken to rectify this. The General Manager noted that work was already underway in relation the Futureworks’ use of institutional action plans.

[Action: The Clerk to update the Institutional Academic Quality Action plan documentation].

Utilising the Futureworks Alumni network effectively was discussed as this is an important resource.

The CMA self-assessment, UCLan partnership development document, the Data Protection Act compliance briefing document and the Prevent documents were all accepted by the Board.

The Conditions of Registration Tracker was discussed and it was noted that the Audit and Risk Assurance committee needed to see the deadlines regarding this and who was responsible. It would then be clearer to see what needs to be done and identify any potential issues. The General Manager noted that work was already underway and would be presented to the next Board meeting in October.

- e. Updated Policy Matrix (doc4-BD0819) – It was stated that although there were a few minor discrepancies, the matrix was pretty comprehensive. The matrix did however contain a mixture of policies and strategies, an area which needed addressing. Categorising into the following areas would be beneficial: HR, Finance, Estates,



Governance and Student-related. The Business Contingency Policy is currently being formalised.

[Action: The Clerk to update the Policy matrix documentation].

6. Policies for Approval:

- a. The Published Information policy (**doc5-BD0819**) requires a few minor changes. It was queried as to why both a Student Policies and Procedures Handbook and a Degree Student Handbook existed and if both were required.

[Action: The Clerk to update the documentation].

- b. The Health and Safety policy document (**doc6-BD0819**) was discussed and it was noted that the issue of electrical safety awareness, in particular at Media City, stood out. Students are required to pass a test prior to use to ensure safe practices. The Chair noted positively that the issue of workplace stress was included in the policy.
- c. Data Strategy (**doc7-BD0819**) - a discussion took place about the storage of data at Futureworks and any potential security issues. It was stated that much of Futureworks data was stored in the cloud. Cyber Security is always an issue and although Futureworks was not seen commercially as high-risk, there was always the potential of a security breach.
- d. Board member Induction Schedule (**doc8-BD0819**) – this was accepted in principle by the Board. It was mentioned that at an induction the expectations, duties and responsibilities of a Board Member should be included. It was also noted that some of the Board members had not visited Media City and would like to do so in the future.

[Action: The Clerk to update the induction schedule documentation].

- e. Annual 'Fit and Proper Person Test' (**doc9-BD0819**) – it was noted that some terminology was slightly vague. The requirement to fill this form out annually was also mentioned which was standard practise.

7. GOVERNANCE (FOR DISCUSSION):

- a. Review of proposed enhancements to governance structure, including revised Scheme of Delegation and Statement of Primary Responsibilities (**doc10-BD0819**) – a discussion took place as to whether the Academic Board should report in to the Board of Directors. It was concluded that alongside the Finance Committee and the Audit and Risk Assurance Committee, the Academic Board should report to the Board of Directors. The Chair noted that great progress had been made. The balance of proposed staff members on the Academic Board was queried and it was felt that more Academic members of staff were needed in comparison to Managerial/Professional Services staff. The proposed external member has previously been an external examiner for Futureworks and was an experienced Senior Academic. It was suggested that two internal academic staff members be elected rather than one which would further bolster the Academic input into the committee. The Academic Board will have at least eleven members [REDACTED]



[REDACTED]  
[REDACTED]  
The documentation needed a few minor amendments including clearly stating that the Academic Board would provide meeting minutes to the Board of Directors.

**[Action: The Managing Director to contact the proposed external Academic Board member. The General Manager/Administrative Assistant to update the documentation].**

The Scheme of Delegation document was discussed. Going forward, any changes in staff wages would be determined by the Finance Committee with recommendations from the Managing Director.

It was noted that a mechanism was needed to determine how well the Board of Directors, Chair and Managing Director were performing in their roles. The expected conduct and behaviour of members was also to be monitored. This would both maintain high standards and provide a robust governance process. It was decided that the best way to implement this would be through the appointment of a Deputy Chair.

**[Action: Clerk to recommend a suitable candidate]**

AGREED: The proposed job title changes of Managing Director and General Manager to Principal and Vice-Principal respectively were unanimously agreed on by the board.

#### **8. STRATEGIC PLANNING (FOR DISCUSSION):**

- a. Review of 2019-24 Strategic Plan (doc11-BD0819) – a few of the terms need minor grammatical adjustment, and the five strategic priorities require further work (such as adding measurable targets with dates). The employability section was regarded as being very strong, and parts of this could also be added to the Teaching and Learning section. It was noted that the Office for Students place high importance on Value for Money. Futureworks is able to make a very strong case for Value for Money which should be promoted. Ensuring employment for students who have received a Futureworks education is a priority and a strength. This should be made more visible in Futureworks marketing materials.

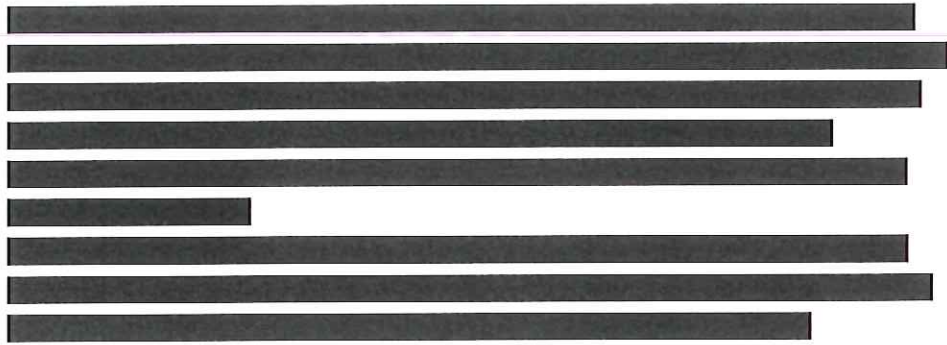
The SWOT analysis task that took place with all staff members during the Annual Conference was discussed. It was concluded to have been a useful exercise in engaging the staff in discussion, and information gathered could be used to inform the Futureworks SWOT analysis [REDACTED]  
[REDACTED]  
[REDACTED]

**[Action: The Clerk to make the grammatical adjustments in the Strategic Plan documentation. The Clerk to liaise with relevant staff on the strategic priorities].**

Key Performance Indicators (KPIs) are needed for the business, enabling realistic creation of targets. The potential growth of Futureworks and whether to remain with the current programme portfolio or extend into new disciplines are key areas.

**[Action: The Clerk to liaise with the Managing Director on creating KPIs].**

[REDACTED]  
[REDACTED]



**ITEMS FOR INFORMATION ONLY:**

**9. AOB**

- a. Access and Participation Plan – performance against the Access and Participation Plan will be regularly assessed by the Access and Participation Steering Group. It was noted that the documentation was very thorough and well collated. The Board noted that the plan had received Chair’s approval before it was sent off to the Office for Students.

**10. ITEMS FOR FUTURE DISCUSSION**

Access and Participation Plan  
Institutional Academic Quality Action Plan  
The Conditions of Registration Tracker  
Report back on Actions from this meeting

**11. DATE OF NEXT MEETING**

The next meeting will take place on 8<sup>TH</sup> October 2019 @ 10.00