



**BOARD OF DIRECTORS**

**MINUTES OF THE MEETING HELD ON 11<sup>th</sup> NOVEMBER 2021 @ 09.30 via Teams and 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, Vice Principal (Clerk)**  
**Kate Sayer, Secretary**

**1. WELCOME BY THE CHAIR AND APOLOGIES FOR ABSENCE**

Apologies from Tony Tyrrell.

**2. DECLARATIONS OF INTEREST**

None declared.

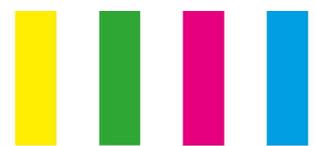
**3. COMMITTEE BUSINESS:**

- a. Previous Minutes:
  - i. Minutes of 31.08.21 for accuracy – the minutes were approved in terms of content and accuracy.
- b. Action Plan:
  - [BoD]Aug-21|4bii(1) – Analysis to understand the market demand for the current programme portfolio – this item is in progress but behind schedule. A report had been produced but it did not fulfil the action, therefore further work is to be done. The revised completion date has been set for February 2022.
- c. Analysis of Committee Self-Evaluation – the high level of satisfaction demonstrated through the committee self-evaluation questionnaire was mirrored in the analysis of the Board member appraisals (see 4a-2). The committee noted that the membership size could be grown if required in line with the Terms of Reference, and this would be reviewed by the Nominations and Remuneration committee in January 2022. To evaluate whether actions from the committee had been fulfilled successfully, a review into the closed actions is to be carried out by an independent member of the Audit and Risk Assurance Committee.

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

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

- a. Chair's Report – the Chair noted that he continued to attend Executive Team meetings on a fortnightly basis and that, between 18<sup>th</sup> and 29<sup>th</sup> October, as part of the annual appraisal process, he conducted interviews with all of the members of the Board of Directors as well as the Clerk to the Board. Because of their roles, this meant that the Principal, The Vice Principal and the Finance Director have, in the process, also undertaken annual appraisal. The Deputy Chair of the Board also interviewed the Chair. Headline conclusions to be drawn from those interviews were that the Board of Directors and its committees were functioning well, and that the



structure was incorporated into Futureworks' operational business. All those interviewed felt that a strong emphasis on recruitment and improving retention with a view to increasing numbers should be an immediate and important strategic objective in order to secure Futureworks' future financial position.

- b. Principal's Report – Futureworks' first onsite open day since the pandemic was well attended, and interest in the upcoming open day in December is high. With regard to current students returning to the campus, it was noted that a few were still reluctant to come onsite, preferring to work from home. This has been accommodated for as much as possible, although studio work is necessary for most of Futureworks' programmes in order to complete assessed work successfully.  
[This section contains commercially sensitive information and has been redacted.]  
The recently deployed Student CRM system will provide market intelligence such as who is responding to mail-outs and is therefore engaging with Futureworks; this will in turn allow Futureworks to focus further marketing efforts towards interested parties. Staff visits to schools as well as visits from schools to the Futureworks campus are underway, an increased number of prospectuses are being mailed out and online marketing is continuing. This concentrated promotion of Futureworks aims to create more interaction and ultimately a higher number of student applications.  
[This section contains commercially sensitive information and has been redacted.]  
The Annual Report to the Board was commended by the Chair. More information on marketing and addressing the NSS concerns about the library resources and lack of student union could be added to bolster the report.
- c. [This section contains commercially sensitive information and has been redacted.]
- d. UKVI Student Sponsor Licence – the process necessary to pursue UKVI Student Sponsorship was presented to the committee. Although the committee agreed that the application process was straightforward and timeline presented feasible, the Non-Executive Directors strongly advised Futureworks not to pursue the application at the current time, due to the additional administrative burden it could cause.
- e. Financial Management and update from the FD – the Financial Director presented the Financial Performance update, which included the Annual Management Accounts for 2021, the Profit and Loss Forecast for year-end August 2021, the Balance Sheet and the 2020/21 Actual Cashflow. Additionally, the forecasted Cashflow for 2021/22 was presented with comparisons to the 2020/21 figures. The Actual Cashflow for year-end August 2021 was presented in detail and scrutinised by the committee.  
[This section contains commercially sensitive information and has been redacted.]
- f. Digital Strategy 2022-26 – the Digital Strategy and implementation plan was presented to the Board, with six key delivery areas and the related costings. It was noted that the document was an operational plan, and that issues such as the strategy for learning resources, curriculum, student contact, student support, digital library resources etc needed adding, alongside KPIs and milestones. More input from the Academic Board was suggested to bolster the Digital Strategy before it is presented again to the Board of Directors.

## 5. GOVERNANCE (FOR DISCUSSION):

- a. Institutional Risk Register– the Risk Register was presented to the Board of Directors and changes to the register were highlighted. The highest risk of non-recruitment of students has been split into two separate items detailing what can be controlled internally and the external risk that requires different mitigation. Currently the responsibility for individual risks is held by a small number of senior management staff; it was therefore suggested that the responsibility and the language used in wording the risks be evaluated to achieve a more institution-wide approach to risk



management.

**ITEMS FOR INFORMATION ONLY:**

**6. ITEMS FOR INFORMATION ONLY:**

- a. Update on recent policy reviews:
  - i. Employee Handbook – this was noted by the committee. Adherence to the regulations will be monitored by the Executive Team on an exception basis, and it will be reviewed as part of the regular policy review process.
  - ii. Research, Scholarship and Professional Practice Strategy – this was accepted by the committee, with the comment that the staff development procedure could be strengthened.
- b. Minutes of Sub-Committees to the Board:
  - i. Audit and Risk Assurance
  - ii. Executive/Management Committee
  - iii. Academic Board

The minutes of the Sub-Committees were all accepted by the Board of Directors.
- c. Work Schedules for Sub-Committees – it was noted that some items did not seem to marry up directly with committee agendas points. These items were often incorporated into more overarching reports (such as the Futureworks Annual report) and as such were covered, but it was requested that it be made clearer in the minutes when this was the case.

**7. AOB:**

None.

**8. ITEMS FOR FUTURE DISCUSSION:**

It was noted that the items for discussion at the meeting in February were substantial and as such a longer meeting may possibly be necessary.

**9. DATE OF NEXT MEETING:**

Date of the next meeting:

- Thursday 10<sup>th</sup> February 2022 9.30am.