



**BOARD OF DIRECTORS  
MINUTES OF THE MEETING HELD ON 14<sup>TH</sup> MAY 2020 @10.00 via Teams  
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)**

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

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

Apologies from Tony Tyrrell.

**2. DECLARATIONS OF INTEREST**

None.

**3. MINUTES OF PREVIOUS MEETINGS**

- a. Confirmation of the minutes of the previous meeting (**doc1a and doc1b-BD0220**) – the minutes were approved in terms of content and accuracy.

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

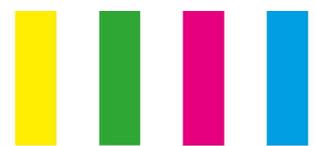
**4. MATTERS ARISING**

Update on progress with UCLan – the issues minuted in previous meetings have now been resolved and no further action will be taken. Correspondence about clawbacks in relation to the Student Loan Company was ongoing.

- a. Issues relating to ‘at risk’ students to be discussed in section 5b. The other actions from previous meetings were all in progress or complete.

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

- a. Chair’s Report - The meeting documentation was commended.
- b. Principal’s Report:
  - i/ii. Covid-19 update and risk analysis and Admissions update AY2020/21 – the main points of this document were discussed. The issue of offering unconditional offers to incoming students was reported on in relation to the moratorium by the OfS. Futureworks interviews all incoming students so it was appropriate to offer unconditional offers in line with other providers. Full documentation for this area will be maintained. Student application numbers were noted as being in line with previous years and accepted offers only slightly behind. A virtual open day is to take place on 16/05/20 with UCAS’s deadline put back to June. There may be issues during clearing of other providers incentivising students to switch places of study, so Futureworks must ensure clear and frequent lines of communication with their incoming students. A UCAS webinar is taking place about the applications process during Covid-19.  
The idea of incoming students completing a learning preference assessment



on starting their studies was mentioned, to ensure any gaps in knowledge are identified early. If significant numbers of learning gaps are identified, an extra staff member may be required to resource this area, or this could be outsourced.

Students previously identified as 'at risk' were in many cases engaging more online and when planning delivery for AY2020/21, this will be taken into consideration. Final submission dates for student assessments have now passed and students have reported satisfaction in the process.

As the delivery of programmes will differ due to the ongoing Covid-19 pandemic, it may be necessary to clarify this with students, in line with CMA regulations. Futureworks needs to be planning operationally for September and how courses may be delivered in relation to social distancing.

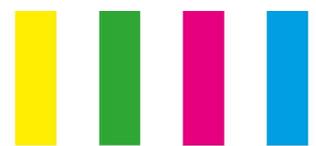
Futureworks has been allocated a contact at the OfS in relation to Covid-19 issues and a preliminary meeting has taken place.

- iii. Social Media Marketing update – this was accepted by the Board of Directors. It was noted that more attendance was shown at open days from students who have not pre-registered. More feedback from students would be beneficial especially in relation to Covid-19.
  - iv. DAPs update - an in-house database has been created into which all DAPs work and evidence can be stored and easily accessed. The student charter has been created and a governance and management handbook is being collated.
  - v. Professional Services report – a report carried out before the lockdown has been very useful. Further advice is still needed in some areas, but the findings will be taken into consideration.
- c. Financial Director Report:
- i. Quarterly management accounts- the Finance director reported on the Q2 accounts which ended in February, alongside a general overview of Futureworks' financial status and predicted budget for 2021 based on different student intake scenarios. It was commended that a realistic view had been taken considering the Covid-19 virus and conservative budgeting had been used. It was noted that at this point it was hard to accurately budget for student numbers due to the ongoing pandemic and the extended acceptance date given by UCAS.
- d. Minutes of the Audit and Risk Assurance Committee – the draft minutes from the meeting on 28.04.20 were received. Progress with the Prevent Review and Internal Audit were mentioned, with an external agency to be commissioned for work on data/fraud protection and HR. The Risk Register was discussed, and the Vice Principal clarified that academic risks would be included as well as corporate. The Chair commented that the minutes were reassuring that Audit and Risk Assurance committee were providing a suitably in-depth level of scrutiny.

**[Actions: Strategy to assess incoming students to be created by the Management and approved by the BoD. Report back to Board about UCAS webinar. Begin operational planning for new academic term. Approach more students for feedback.]**

## 6. Governance (for discussion):

- a. OfS/regulatory communications
  - i. Consultation on the integrity and stability of the English Higher Education Sector – it was noted that even though this document was a consultation document, the timeline was such that very little change to the published



- information was expected. The Finance Director stated that it was important to feedback that the issue of the moratorium on unconditional offers being backdated was unsatisfactory.
- ii. Change of Chair – the letter accepting the change of Chair at Futureworks was accepted by the Board of Directors.
  - iii. Mitigation Letter – the Board happily received the letter that stated that two out of the three advanced monitoring conditions from the OfS had been lifted.
  - iv. Letter from Minister Donelan - the letter was accepted by the Board.
- b. Additional Covid-19 considerations for discussion
- i. Examinations, assessments and awards – all assessments had been carried out with minor exceptions. The UCLan examination board would be taking place online, and detailed information about Futureworks’ assessments have already been submitted.
  - ii. Business continuity and sustainability – limiting student attendance on campus needs to be planned for.
  - iii. Long term implications: teaching delivery models and business models – mental health issues of staff and students may need more focus. Transport and travel to campus may be an issue for some who use public transport. Also, many students’ income sources (such as part-time jobs in hospitality/retail) could be lost due to the pandemic and financial assistance may be needed by some. It was suggested that Access and Participation money could possibly be used for emergency loans and student support.
- c. Public Interest Policy - the new policy was accepted in principle by the committee subject to suggested changes.
- d. Publication Scheme – this new document was accepted by the Board of Directors.
- e. Scheme of Delegation – A couple of minor amendments were highlighted. This document should be reapproved on an annual basis.
- f. OIA Annual Report – this document was accepted by the Board.

**[Action: Make suggested alterations to the Public Interest Policy. Make suggested changes to the Scheme of Delegation].**

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

##### **7. AOB**

Board meeting dates for next academic year are being readjusted and finalised in line with yearly workplan.

**[Action: Secretary to finalise and circulate final committee dates].**

#### **ITEMS FOR FUTURE DISCUSSION**

##### **8. None**

##### **9. DATE OF NEXT MEETING**

The dates of the next meetings TBC.